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# Sales Management

THE MAGAZINE OF MARKETING

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**THE WARM WAR:** Philip Salisbury reviews the conditions sales executives will face if we get more allocations, if civilian requirements are cut back. Page 35.

**WASHINGTON FRONT:** Department of Commerce prepares for conversion from a service agency to a regulatory body concerned with the problems of a defense economy. Page 28.

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THIRTY-FIVE CENTS

AUG. 15. 1950

BILL  
BROTHERS  
PUBLICATION



Motion Pictures  
 Meetings Packages  
 Television Commercials  
 Demonstration Devices  
 Screen Advertising  
 Skits  
 Cartoon Comedies  
 Training Manuals  
 Slidefilms  
 Pictorial Booklets  
 Transparencies  
 Slides  
 Film Distribution  
 Turnover Charts  
 Meeting Guides  
 Tape Recordings  
 Disc Recordings  
 Promotion Pieces  
 Poster Charts  
 Banners  
 Training Devices  
 Quiz Materials  
 Speech Coaching  
 Pageants  
 Stage Presentations  
 Portable Stagettes  
 Meeting Equipment  
 Projection Service  
 Technicolor Productions  
 Field Surveys

## One-Stop Service

→ This dock-side depot "has nothing on" Jam Handy. What'll it be, skipper? Take care of it all on the spot, *in one stop*.

When you get ready to launch a sales promotional activity or a film advertising project, Jam Handy offers you all the services, talents and equipment you need to *coordinate* the whole job, wrap it up in one effective bundle. No rushing around for you! No duplicate explaining! No loose ends! Jam Handy takes over with One-Stop Service to help put your program over.

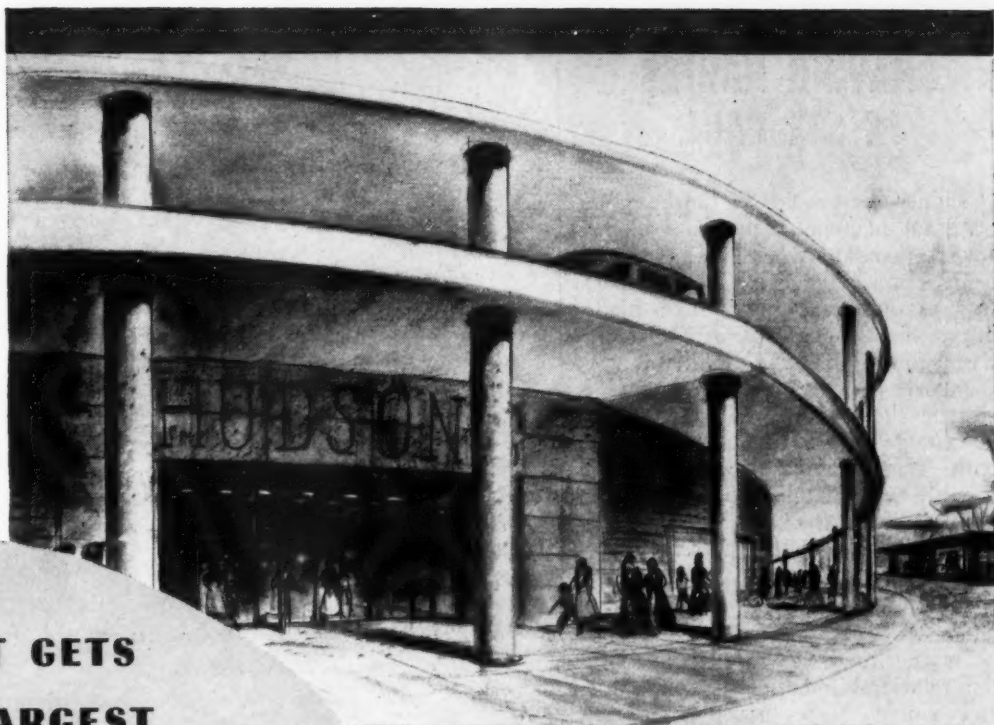
→ One source, one responsibility, one accounting . . . that's Jam Handy. Look at the list of services available in one spot, in one stop. Write or phone—

*The*  
**JAM HANDY**  
*Organization*

Offices →

NEW YORK • WASHINGTON • DAYTON • DETROIT • PITTSBURGH • CHICAGO • LOS ANGELES





**DETROIT GETS  
WORLD'S LARGEST  
SHOPPING CENTER . . . A  
\$12,000,000 DEVELOPMENT  
BY THE J. L. HUDSON CO.  
—AMERICA'S SECOND  
LARGEST DEPT.  
STORE**

**38.5% of THE HUDSON MAIN STORE  
COPY APPEARS IN THE FREE PRESS**



Nearly two-fifths of all Hudson Main Store advertising appears in Free Press columns—a total of 1,578,639 lines or 657 pages of selling messages, which helps them roll up a sales total exceeded by only one other department store in America.

Occupying more than 25 city blocks, with parking space for 6,000 cars, a group of 100 stores, dominated by the new J. L. Hudson Co. branch store, there is coming into being in Detroit, the world's largest shopping center—a \$12,000,000 development, ten miles from Detroit's downtown area. "This plan," said Oscar Webber, President of Hudson's, "demonstrates our confidence in the future of America and particularly of Greater Detroit." Business is MIGHTY GOOD in Detroit right now—its 3,000,000 area people earning more and turning out more products than ever before in history. Make Detroit YOUR market. Go after it with MORE AGGRESSIVE ADVERTISING and SELLING. Use The Free Press, Detroit's ONLY MORNING NEWSPAPER, circulation now over 440,000 weekdays, 485,000 Sundays.

**The Detroit Free Press**

JOHN S. KNIGHT, PUBLISHER

Story, Brooks & Finley, Inc., National Representatives

AUGUST 15, 1950

1.

(Advertisement)

## SHAVING HABITS IN ST. PAUL

Eighty-one percent of the heads of St. Paul households purchase blades for safety razors whereas 24% report using electric shavers. Over the past four years this percent of razor blade buyers has dropped consistently from 84% found in 1947, while during the corresponding period owners of electric shavers have increased three percentage points from 21%. Within both classifications brand position shows some switches, but generally there is little statistically significant change in the relative percentage of brand preferences within the two classifications.

In the razor blade classification, the relationship between the double and single blade users has been astoundingly constant over the four years measured:

	Users of double edged blades	Users of single edged blades
1950	70.8%	29.2%
1949	70.9	29.1
1948	70.8	29.2
1947	70.7	29.3

Another interesting comparison is the relationship between regular and brushless shaving cream users:

	Percent of heads of St. Paul households who use regular shaving cream	Percent of heads, etc. brushless shaving cream	Total
1950	41%	28%	69%
1949	41	33	74
1948	34	29	63
1947	39	32	72

These percentages do not add up to 100% horizontally because the remainder use electric shavers, shaving soap or some other means; nevertheless the total column gives some idea of what portion of the total market the two classifications cover.

The data given above are from "The 1950 St. Paul Dispatch-Pioneer Press Consumer Analysis of the St. Paul Market", a market research report published annually by these newspapers. The study includes 150 product classifications covering foods, soaps, toiletries, beverages, home appliances and general shopping habits. For current data concerning your product in the St. Paul Market, write for this report: General Advertising Department, St. Paul Dispatch-Pioneer Press, St. Paul, Minnesota; or Ridder-Johns, Inc., New York, Chicago, Detroit, Minneapolis.

# Sales Management

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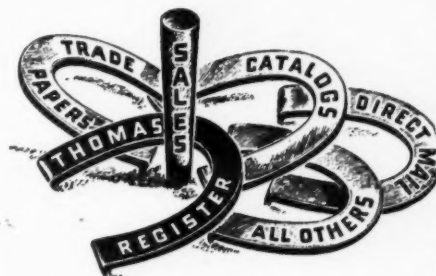
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**T. R. TAKES  
HIGHEST COUNT  
BY ENCIRCLING  
SALES POTENTIALS  
AT THE TIME  
PURCHASE  
IS CONTEMPLATED**



★ Your sales message in Thomas Register will have the buyer's attention when he is actually interested in buying your product. This is second in importance to your salesman being present at the precise moment. Remember...

**"Only T. R. satisfies T. R. clientele."**

*"8,500 T.R. Advertisers  
Can't Be Wrong"*

**HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.**

**96% ABC Paid Circulation**

# THOMAS REGISTER

461 EIGHTH AVENUE • NEW YORK 1, N. Y.





# it's **CHEAPER** than you **Think!**



**Yes, it's true! Capital AIRFREIGHT RATES are often lower than rail express!**  
Furthermore, the **Safety, Dependability and greater Speed of AIRFREIGHT SAVES** more in Time, Trouble and Money! That's why **Capital AIRFREIGHT** is actually paying off in extra profits. Investigate the advantages of **Capital AIRFREIGHT** to your business . . . today.

New York, Chicago,  
Detroit, Milwaukee,  
Minneapolis, St. Paul  
and 70 other  
major cities



**AMERICA'S FINEST AIRFREIGHT SERVICE**



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August 15, 1950      Volume 65      No. 4



The leader in total advertising—  
21,464,276 lines in the first half of 1950



The largest volume of advertising ever carried  
by any publication in the first half of any year



# No use proposing *after* the gal is married

**(NO USE ADVERTISING, EITHER, AFTER THE CUSTOMER'S  
HAPPILY MARRIED TO YOUR COMPETITOR'S BRAND)**

LATEST CENSUS FIGURES show that the average gal makes up her mind about the man she's going to marry at age 20.5 years. At the time he's likely to be 23.7.

Sounds young for such an important decision? It is! A full year younger for the wife—six months younger for the husband than was the case ten years ago.

And a mighty important clue to when a lot of *other* important decisions are made...such as when families buy their first radio, silverware, floor coverings...when folks form their family preferences in toothpaste, baby foods, breakfast cereals.

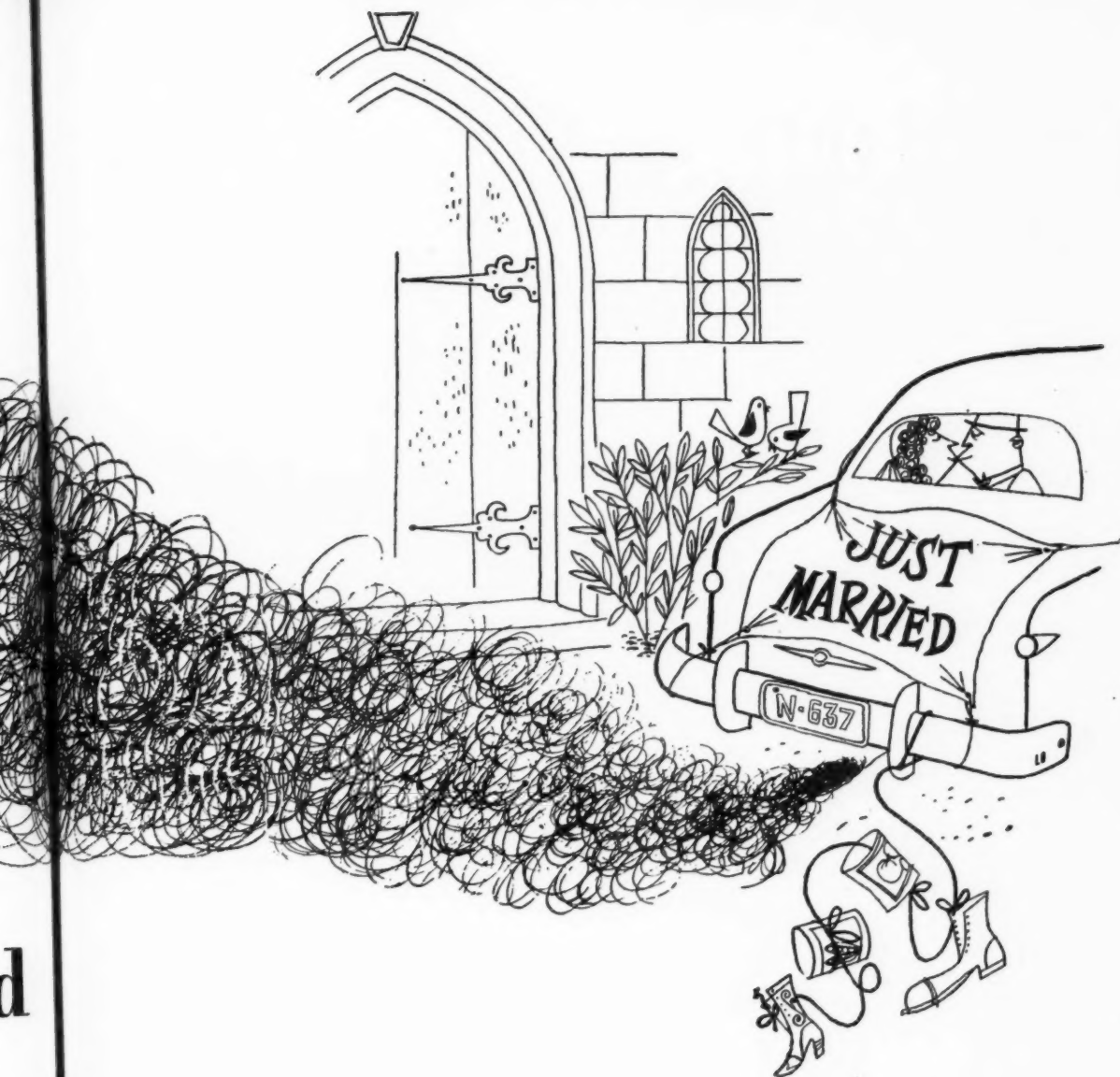
Think back in your own young adult experiences! Wasn't it shortly before or soon after marriage that you



# REDBOOK

SALES MANAGEMENT





settled on your own brand of almost everything from cigarettes to automobiles?

### ***New adults...new needs...new markets***

The 18-to-35 age group is REDBOOK's primary editorial target. The entire magazine, cover to cover, is designed to serve the self-interest of these Young Adults. Newsstand circulation increases and extremely high feature-by-feature readership, indicate that more and more Young Adults are spending more and more time with REDBOOK.

As an advertiser, isn't it *easier* to win a new customer who hasn't yet made up his mind about brands, than

to persuade a habit-fixed oldster to "switch"?

As a merchant, doesn't it make more sense to concentrate your advertising effort on young people with open minds—a longer future buying potential?

Yet we'll wager our slide rule against your copy of your latest readership reports that many of the publications on your current schedule deliver most of their circulation in the 35-and-over age groups.

Check today and see if you're investing in the growing-need or the shrinking-need half of the age scale.

If what you want is more impact among newly-formed families, REDBOOK can do the job for you that will pay off promptly in increased sales.

## *Serving the self-interest of Young Adults!*

**THE LIVE-NOW...ACT-NOW...BUY-NOW...AGE GROUP**

# The Human Side

## OF GOOD TASTE . . .

Look who's jumped on the plastics bandwagon . . . none other than Em Post! The lady who straightens people out on knives and forks has come right out and said, "Plastics make perfect gifts for the first wedding anniversary," thereby putting that old standby, paper, in a rough second place. Hardly had the words gotten out of her mouth when Monsanto's Plastics Division, in a lather of joy, rounded up a tableful of plastic gifts . . . all of which were made with Monsanto's plastic . . . and managed to entice Mrs. P. in for a look. She gave plastics another plug: "Beautiful and practical, plastics offer such a broad new range of gift possibilities."

And with that, Mrs. Post went whole hog and included plastics for the first wedding anniversary in the latest edition of her famed book, "Etiquette." Paper manufacturers won't love her but plastics manufacturers certainly will. "Because the first wedding anniversary is of so very great importance and paper is so very limited in gift value, the trend toward making plastics the accepted first year gift is too appealing to disallow," she says in her book.



EM SAYS "IT'S CORRECT" . . . she means plastics as a first wedding anniversary gift. And to prove she means what she says, she poses here with a silver chest, molded of Lustrex styrene plastic.

All this approval from the *ne plus ultra* of manners and mores is slated to furnish year 'round sales impetus to the whole plastics industry and Monsanto's own promotion of plastics for the first wedding anniversary will include

a full-color, third-cover advertisement in the September 23 issue of *The Saturday Evening Post*. It will feature Emily with the special plastic gift selections. In addition, Monsanto will take large amounts of space in various business magazines. Then, to get retailers to sell plastics, Monsanto will send them a special issue of *Plastics Merchandiser* containing full buying information on current best-sellers in plastics. With it there will be a kit of display material, including reprints of the *Satevepost* advertisement, banners, window trim and counter cards.

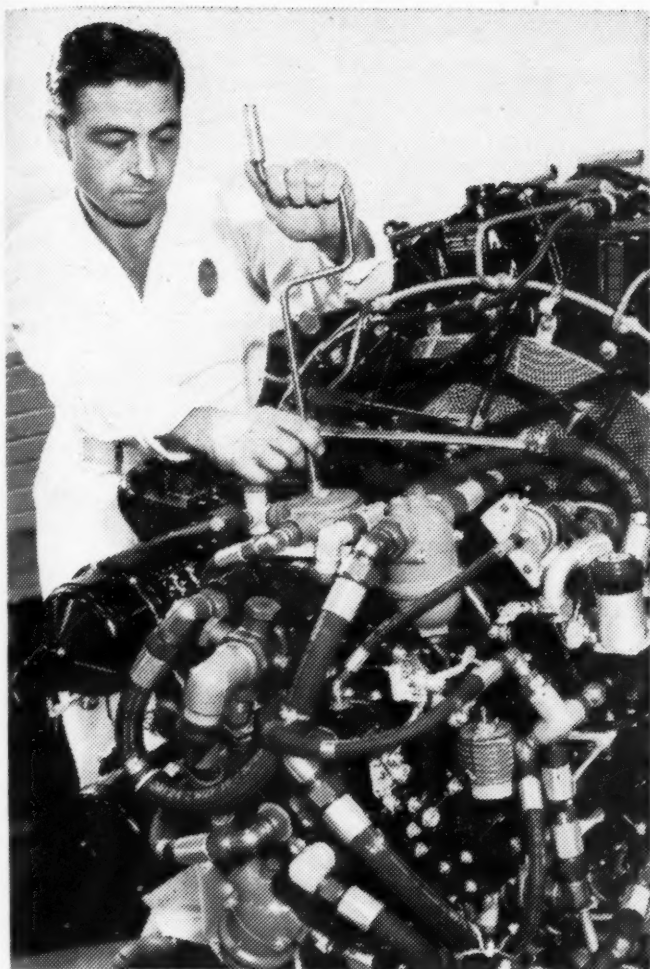
And to nail down the consumer, Monsanto is offering a booklet, Wedding Anniversary Calendar and Gift Guide, to store buyers, information centers, editors and, upon written request, to individual consumers. The booklet lets you in on what gift to present on every wedding anniversary from the first to the seventy-fifth (diamond, if you live so long).

Back of all this heavy promotion is not merely the idea of selling more plastics. That's only part of it. Real object of the campaign, tying in such a notable as Mrs. Post, is to change the American consumer's thinking about plastics. Despite the fact that fine seat covers, television cabinets, handsome bowls and gifts . . . which could hardly be classified as inexpensive . . . are now fabricated from plastic, too many people think of shiny red baubles from the ten-cent store when plastic is mentioned. Sure, plastics can set you back a mere dime. But if you want to, you can go as high as several hundred dollars for a plastic gift. There's plastic and plastic, just as there's the diamond which comes from Cartier and the "diamond" which is sold in Woolworth's emporium.

Mrs. Post has revised her thinking, plastic-wise, just as she has revised it on other items. Her new list of what's appropriate as a wedding gift has come a long way from the first one she compiled: For instance, for the seventh anniversary she recommends copper and wool; for the ninth, pottery. Electrical appliances are now considered correct for the eighth anniversary and for the tenth, tin and aluminum. And for the eleventh, steel is the preference.

## . . . AND PULLMAN CAR NAMES

Ever wonder where Pullman cars get those high-flown names? After stumping through the "McGonigle" and the "Kezar Falls" recently, to reach "Lake Catherine," we determined to get to the bottom of the name-calling that Pullman goes in for. And never, as we did, ask a Pullman man why they don't just number the cars. Them's fightin' words, pardner. To Pullman each of its cars has a personality all its own, even if it isn't visible to



# YOU DON'T KNOW "Bun" Messer .... BUT WE DO!

*He's One of the 8,000  
Employees at Allison Division  
of General Motors Corp.  
in Indianapolis . . . .*

## AND HE'S ONE OF OUR 353,000\* SUBSCRIBERS

"Bun," his fellow workers at Allison, and thousands more employed by a hundred diversified industries in the Heart of Hoosierland, form an all-important market for every manufactured product.

They earn good wages. In Marion County the effective buying power of \$5,705 per family is well above the national average as reported by Sales Management's "Survey of Buying Power" . . . is eighth in the list of America's 32 largest counties.

Our Hoosier workers—like Bowen (Bun) Messer—are buying homes, and new cars, and refrigerators, and television sets. They're buying good food and good clothing for their kids. They're buying "nice things" for their wives.

*And—we're very proud—they're buying . . . and reading . . .*

*The Indianapolis Star and The Indianapolis News every day.*

**KELLY-SMITH COMPANY**



**NATIONAL REPRESENTATIVES**

\*Publisher's statement, 1st quarter, 1950

*Indiana's  
first team...*



**THE INDIANAPOLIS STAR  
and  
THE INDIANAPOLIS NEWS**

AUGUST 15, 1950



your naked eye. "Would you," an irate representative asked us, "want to go through life as Number 62807?"

Furthermore, those sometimes weird names stenciled on the sides of Pullman cars have significance. If you have the memory of a mental marvel you can tell, just by looking at the name "Glen Ellyn," that that particular car consists of six compartments and three drawing rooms. The show is given away by that "Glen." They might stick "Heliotrope," or "Sandusky" on the tail end of the "Glen," but it will always be a six-compartment-three-drawing room affair.

Pullman decided years ago to follow, whenever possible, a system of including a key word or syllable in each Pullman name. Some of the big boys among Pullman cars are named for famous men—a 14-section car, for instance. But most of the cars follow a coded system. Pullman refuses to trust anyone but itself in the naming of cars. A special staff does the job.

Let's say that Pullman needs a new key word and decides on "West." The staff then gets out Atlases and culls madly to find towns and cities whose names begin with West. (West Point . . . or even West Chazy, which *sounds* like a Pullman name, and is.) Pullman tries to settle on short key words. All rebuilt cars use trees for identification. That's why you run into so many Beeches, Elms, Oaks, Ashes, Locusts and Firs.

Any car named "Villa" something-or-other, we learned,

has 10 sections and three double bedrooms. One beginning "City" inevitably has nothing but roomettes—either 17 or 18. The "Willow" series has seven drawing rooms, and anything beginning "Cent" (*Centalaska*, being a sterling, if somewhat incomprehensible, example) will have eight sections, one drawing room and two compartments.

A car with "Clover" as part of its handle—no matter how inappropriate you may think Clover looks on anything as big as a Pullman car—has eight sections and five double bedrooms.

That's a mere sampling. And don't expect, even if you learn to identify all types of Pullmans by their handles, to become infallible. Some railroads of the rugged individualist type still prefer that regular sleeping cars assigned to them be named only for historic or geographic features along their roads. And one railroad demands, and gets away with it, that sleeping cars assigned to it be *numbered*. Pullman probably thinks it's high treason.

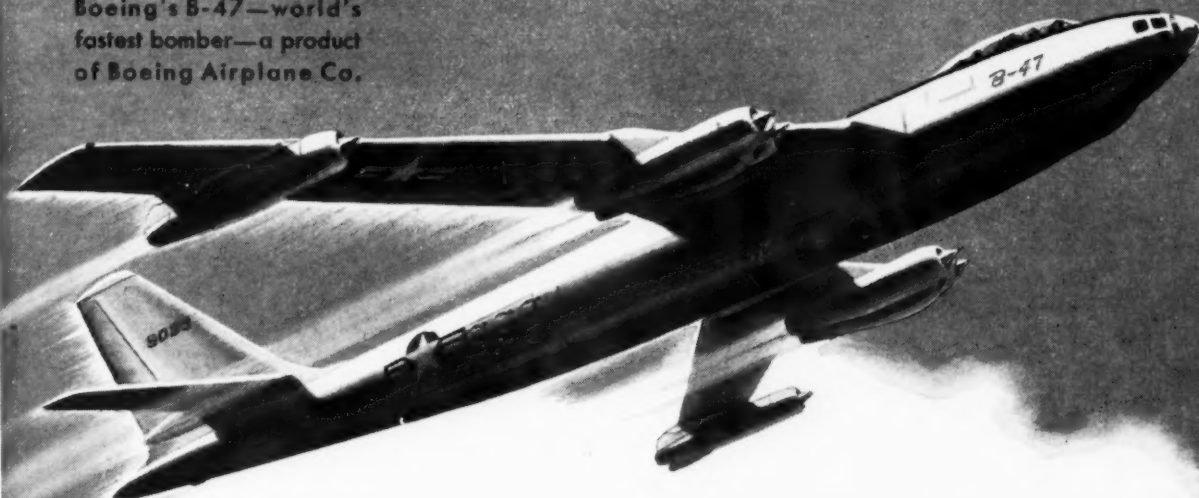
But changes are occurring everywhere and even Pullman has felt the hand of reformation. Before World War II half of all Pullmans were of the twelve-and-one type: 12 sections, each comprised of an upper and lower berth and one drawing room. Today there are double bedrooms, roomettes, compartments and single bedrooms, on a substantial scale.

Also, we are happy to note, green plush upholstery is definitely on the way out.

## *Have you ordered your* **LIBRARY COPY** *of the 1950 Survey?*

As an annual reference issue, SALES MANAGEMENT'S 1950 *Survey of Buying Power* gets a lot of wear and tear throughout the year. For executives who want one copy of the *Survey* in their office that will stand the punishment of year-round usage, we will soon have available a limited number of *special bound editions*. These copies of the 1950 *Survey* are protected by stiff, cloth-type covers with the name and date of the issue attractively gold-stamped on the front and on the backbone. Price \$6.50 each postpaid. Write SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

Boeing's B-47—world's  
fastest bomber—a product  
of Boeing Airplane Co.



## THE SEATTLE TIMES - *FAR IN FRONT*

In all fields, advertisers have again shown their preference by selling the rich Seattle market through concentrated, frequent advertising in The Seattle Times. Media records again prove that advertisers prefer the medium that Seattle prefers—in 8 out of 10 homes.

### MEDIA RECORDS REPORT ON THE TIMES' ADVERTISING LEAD OVER 2nd PAPER

(Daily and Sunday, 1st 6 Months 1950)

	Seattle TIMES	2nd Paper	The TIMES Led 2nd Paper by
TOTAL LINEAGE . . . . .	11,760,331	8,169,094	3,591,237
RETAIL DISPLAY . . . . .	6,115,399	3,657,008	2,458,391
DEPARTMENT STORE . . . . .	2,581,974	1,402,560	1,179,414
CLASSIFIED . . . . .	3,000,090	2,416,298	583,792
NATIONAL . . . . .	2,641,578	2,076,383	565,195
RETAIL FOOD . . . . .	646,969	226,317	420,652
RETAIL DRUG . . . . .	209,024	113,804	95,220



THE  
**SEATTLE TIMES**  
REACHES 8 OUT OF 10 SEATTLE HOMES

Represented by O'MARA & ORMSBEE

New York • Detroit • Chicago • Los Angeles • San Francisco

AUGUST 15, 1950

# How to give your selling *LOCAL FOCUS* in the world's Richest Farm Market...



Bring your advertising-selling into sharp, clear focus by localizing your sales message in the five local farm papers of the Midwest Unit.

Each of these papers concentrates on its own local chunk of the world's richest farm market. Each presents your product and services against a background of localized farming information and news. Each has top farm readership, outstanding dealer preference. It gives your advertising the impact of local acceptance.

Local focus farm advertising—the kind that sells a specific market, helps your local dealer sell and lets you measure the direct results—is possible only through local farm papers. Buy the Unit—one order, one plate at a saving of up to 15% on rates.

**GET THIS  
SALES  
PICTURE!**



If you have not received 1950 BUYING REQUIREMENTS—what the 1,177,865 subscribers of the Midwest Farm Paper Unit plan to build, home and farm equipment they plan to buy—write for your copy now. And have your name placed on the list to receive the 1951 issue of this annual Unit survey. The new issue will be ready within 60 days.



## MIDWEST *Farm Paper* UNIT

NEBRASKA FARMER • PRAIRIE FARMER • THE FARMER • WALLACES' FARMER & IOWA HOMESTEAD • WISCONSIN AGRICULTURIST and FARMER

Midwest offices at: 250 Park Ave., New York; 59 E. Madison St., Chicago; 542 New Center Bldg., Detroit; Russ Bldg., San Francisco; 1324 Wilshire Blvd., Los Angeles.





more than 80%\* of  
all architect-designed  
building is planned  
by architects and  
engineers who read

## Architectural Record

"workbook  
of the  
architect-  
engineer"

\*By actual check of Dodge reports

If you want to place your building products  
advertising where it will really do a job,  
consider these facts:

**ARCHITECTURAL RECORD** serves the largest audience  
of architects and engineers ever assembled by  
a technical magazine. Leads in renewal percentage.

**ARCHITECTURAL RECORD** is preferred by architects  
and engineers, in survey after survey, over all  
other architectural publications.

**ARCHITECTURAL RECORD** delivers more architects and  
engineers for every advertising dollar you invest  
than any other business magazine.

**ARCHITECTURAL RECORD** leads the field in number  
of advertisers and volume of advertising.

Just out! The new booklet, "How to Determine  
Which Is The Pivot Paper in the Architectural  
Field," is available on request. Send for it now.

published  
by

**F.W. DODGE**



**CORPORATION**

Alhadeff residence, Seattle,  
Wash., first presented to  
architects and engineers  
in Architectural Record.  
Architect: Paul Thiry  
Photographer:  
Richard Garrison

119 West Fortieth St.  
New York 18, N. Y.  
LOngacre 3-0700

# Your Spot Radio Dollar Is A Better Bargain Than Ever

## WHO Costs 52% Less Than in 1944, and Influences 66% More Buying Power!

**E**ven though the costs of most commodities and services have risen by leaps and bounds since 1944, comparisons prove that spot radio in Iowa actually costs less today than five years ago.

In terms of *home radio sets*, WHO cost 52% less than in 1944. This of course is due to the fact that Iowa home sets have increased by 1,236,000 (136%) since 1944\* (and modern research proves that *sets* make today's audience).

Even more startling than the lowered time-cost-per-thousand-home sets, however, is the fact that Iowa income in the same period of time increased \$1,510,100,000, or 66%. (Iowa's income in 1944 was \$2,287,000,000; in 1949 it was \$3,797,100,000.) *If in 1944 the expenditure of \$1 for radio time impressed \$1,000 of income, \$1 today would impress an income of \$3,460. This means that expenditures on radio today in Iowa are more effective as regards total income by the astounding amount of 346%!*

Since 1944, Iowa radio homes have even increased 29%, for a total of 769,200. Comparing WHO's 1944 and 1949 rate cards, this represents a drop of 10.6% in time costs, per thousand radio homes. Thus, in addition to covering far more radio homes and receiving sets per dollar, spot-radio advertisers on WHO influence vastly greater purchasing power now than in 1944. And, remember this analysis is for home sets alone—it omits the hundreds of thousands of sets in Iowa cars, barns, stores,

schools, restaurants, offices, etc., as well as additional millions of sets in WHO's vast secondary areas in "Iowa Plus."

No wonder WHO is today a "Better Buy Than Ever." For additional facts about WHO's great audience potential, write to WHO or ask Free & Peters.

\*SOURCE: The 1949 Iowa Radio Audience Survey. This famous Survey of radio listening habits has been made annually for the past twelve years by Dr. F. L. Whan of Wichita University and his staff. It is based on personal interviews with thousands of Iowa families, scientifically selected from cities, towns, villages and farms all over the State.

As a service to the sales, advertising, marketing and research professions, WHO will gladly send a copy of the 1949 Survey to anyone interested in the subjects covered.

### IOWA MARKET COMPARISONS

	1944	1949	1949 Increase
Retail Sales .....	\$1,240,815,000	\$2,423,608,400	95%
Income .....	\$2,287,000,000	\$3,797,100,000	66%
Farm Income .....	\$1,627,000,000	\$2,265,000,000	33%
Bank Check Transactions....	\$2,058,885,000	\$3,159,176,000	53%

# WHO

**+ for Iowa PLUS +**

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President

P. A. Loyet, Resident Manager



**FREE & PETERS, INC.**  
National Representatives

# NEWS REEL



**W. A. BURNS, JR.**

Appointed vice-president and sales manager of The Trailmobile Co., Cincinnati, he was formerly vice-president and general manager, Wesco Foods Co.



**F. B. JONES**

Former manager of sales and market research has been appointed manager of Economic and Management Research Department, Equitable Gas Co.



**JESS W. SWEETSER**

Who joined The Glenn L. Martin Co. last January, has been elected vice-president in charge of sales. Had been with Curtiss-Wright Corp. during war.



**HENRY J. NORMAN**

Assistant sales manager since 1946, he has been promoted to sales manager of Union Pharmaceutical Co. and its subsidiary, Artra Cosmetics, Inc.



**BERNARD T. DUCEY**

Newly named sales manager of O-Cedar Corp., he has been with the company since 1946 as office sales manager; previously with Blatz Brewing Co.



**HOWARD K. SMITH**

Assistant to sales manager, Electronics Department, General Electric Co., is promoted to manager of marketing services, Commercial Equipment Division.



## **MOTOR PRODUCTS CORP.:**

F. L. Sacha (left), former manager of range and water heater sales, is named assistant general sales manager, Deepfreeze Appliance Division. W. S. Hall (right) is new manager, home freezer sales.





“**THE SATURDAY EVENING POST** promotion  
one of greatest in  
36-year history”

Says **MORRIS SHLENSKY,**

*Executive  
Vice President,*



“Our recent Post promotion was one of the greatest in our 36-year history. It was perfection in incorporating all phases of merchandising in one gigantic event—famous nationally advertised products; traffic-getting windows; colorful, exciting store tie-ups; salespeople’s inspired selling effort—all tied in with the great prestige and sales-compelling force of the POST. The 17% volume increase was so good we’d like you to know the ‘welcome carpet’ is here for you any time you schedule a ‘repeat performance.’”



Says **Maurice Blond, General Merchandise Manager:** “I knew a Post promotion—featuring all the famous Post-advertised brands—couldn’t help but be a great success. It was even bigger than I expected. It proved again that the Post is unbeatable when you want volume and quality.”



**Ross B. Meyers, Sales Promotion Manager:** “The recent Saturday Evening Post-Katz Promotion was a wonderful demonstration of how national advertising can be used to make sales at the retail level. The display material furnished was highly practical, easy to use and really created interest and excitement.”



**Katz published a special 12-page instruction booklet for its employees. It listed all Post-advertised drugstore products, sold the value of promoting national brands, and generally got the employees excited about the coming promotion.**



**Katz**  
DRUG CO.  
FEATURING  
**POST**  
*Recognized Values*

**RECOMMENDS**  
**THESE FAMOUS**  
**NATIONAL BRANDS**



There's only one KLEENEX  
FACIAL TISSUES  
Box of 27c    3 for 79c












By the time the promotion was a day old, all Kansas City knew that Katz was the headquarters for "Post Recognized Values." Windows, counter displays, clerk support, interior displays, newspaper ads all fea-

tured Post-advertised products. The color and excitement of the promotion, plus spot radio announcements, made traffic—confidence in *The Saturday Evening Post* made sales.



## What is a **POST** Recognized Value?

A product that is advertised in *The Saturday Evening Post*, yes. But it means much more than that to the millions of people who read the Post. To them the phrase says, "Here is a product whose maker was so sure of it, so firmly behind it, that he advertised it side by side with the proudest names in the drug field, in the world's most famous market place, *The Saturday Evening Post*." Your product will sell better if it is a "Post Recognized Value."



*America's  
greatest  
merchandising  
medium!*

# From Networks



# To National Banks



# OXFORD PAPERS

## HELP BUILD SALES

**B**ECAUSE PRINTED SELLING is a basic promotion tool of almost every industry, it is used consistently and effectively, for example, to attract sponsors and audiences to networks—and to build acceptance for the wide range of services offered by financial institutions. And, whether your concern with printing involves brochures, programs, booklets, house magazines or sales presentations, you can depend on Oxford Papers to help make all your printed promotions more appealing, more productive.

Back of every grade in this distinguished line is our 50-year experience in developing and perfecting fine printing papers. That is why the Oxford Paper you select for any printing job will prove a sound investment for you and your customer.

## Oxford Papers Are Good Papers to Know

Whatever your needs, you will find a paper in the Oxford line of coated and uncoated grades that will help you get a better job more economically by letterpress, offset, lithography or roto-gravure. Here, for instance, are six Oxford grades that have become established favorites with printing craftsmen from coast to coast:

<b>POLAR SUPERFINE ENAMEL</b>	<b>CARFAX ENGLISH FINISH</b>
<b>MAINEFOLD ENAMEL COVER</b>	<b>CARROLLTON VELLUM</b>
<b>ENGRAVATONE COATED</b>	<b>WESCAR OFFSET</b>

★ ★ ★

## Your Oxford Paper Merchant Is a Good Man to Know

Wherever you are located in or near any of 68 principal cities from coast to coast, you can count on your Oxford Paper Merchant for prompt service and practical, friendly help in meeting your needs for paper. His long experience with paper and paper problems can not only save you time, but will frequently help you produce a better job more economically. Get in touch with him today and ask for a copy of the helpful Oxford Paper Selector Chart. Or, write direct to us.

### VISIT THE OXFORD EXHIBIT

Space 148  
Graphic Arts Exposition  
Chicago, Sept. 11-23



### Oxford Paper Company

230 Park Avenue, New York 17, N. Y.

### Oxford Miami Paper Company

35 East Wacker Drive, Chicago 1, Ill.

**MILLS AT RUMFORD, MAINE,  
AND WEST CARROLLTON, OHIO**



# first the FACTS then ACT

No. 1

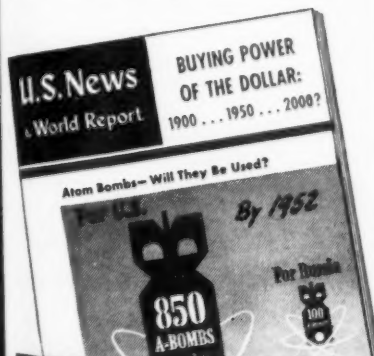
## Of special interest to MANAGEMENT EXECUTIVES

The importance of bringing your products to the attention of Top Management is again made clear through a survey recently completed through the independent research firm of Benson & Benson, Inc. of Princeton, New Jersey.

The survey was made on a representative group of 214 large industrial companies which showed that 80 per cent require executive approval on all expenditures of \$500 or more.

The survey again suggests the need of covering, through informative advertising, Management and Operating Executives, many of whom are rarely available to your salesmen.

Among the 350,000 subscribers to U.S. NEWS & WORLD REPORT, a very large percentage are men, like yourself, in positions of top responsibility.



## Of special interest to SALES AND ADVERTISING MANAGERS

The market covered by U.S. NEWS & WORLD REPORT is one of the richest concentrations of wealth in the country. Incomes average \$13,557 as against the U.S. average of \$4,018.

(Your agency has detailed studies on this.)

Many of the people in this market are not only in the upper income brackets but in the high occupational brackets as well. For example: in Business and Industry 28,472 paid subscribers are Presidents, Board Chairmen or Directors. And remember, please—all of them have families.

(Your agency has complete breakdown by titles.)

Influential men—those having authority to okay purchases—read this magazine cover-to-cover because it's the only publication in the U. S. that covers only the basic, original news which has a direct influence on all businesses and on all living plans of all individuals and their families.

These more than 350,000 subscribers are exactly the kind of people to whom you advertise your quality products—both for Industrial and Home consumption. And they can be completely covered ONLY in this magazine—because

no other news magazine  
no other management magazine  
— and no combination of any of them —  
covers the same people who subscribe to

AMERICA'S  
Class  
NEWS MAGAZINE

## Of special interest to AGENCY EXECUTIVES

?

Is your file of  
**U.S. News & World Report**  
data complete?

If not, please check so that you  
will be sure to have information  
available when questions come up  
from time to time.

"A STUDY OF INCOMES OF  
SUBSCRIBERS"

★

"NEW HIGH FOR BUSINESS NEWS"

★

"WHICH MAGAZINE IS MOST  
USEFUL TO YOU IN YOUR WORK?"

★

"STUDY OF NON-DUPLICATION OF  
SUBSCRIBERS TO USN&WR"

★

"JUST CALL ME GEORGE"

★

"CIRCULATION BREAKDOWN BY  
TYPES OF BUSINESS"

★

"CIRCULATION BREAKDOWN BY  
TITLES"

★

"\$5,000,000,000 MARKET FOR  
CLASS CONSUMER GOODS"

Duplicate copies of any of the above  
will be sent promptly upon request.

It is self-evident that to buy with  
understanding depends on know-  
ing all the pertinent facts.

Milton was right when he wrote —  
"To know that which before us  
lies is the prime wisdom."

HAROLD L. BEHLKE  
Advertising Director  
30 Rockefeller Plaza  
New York 20, N. Y.

# U. S. News & World Report

WASHINGTON

★ USEFUL NEWS FOR IMPORTANT PEOPLE ★

Read for a purpose—by more than a million intelligent men and women in 350,000 homes

AUGUST 15, 1950

19

# NOT WITHOUT REASON

Smart advertising money goes where it gets *results*. Thus for its first fiscal quarter of 1950 THE ELKS MAGAZINE shows

**51% GAIN**  
in lines

**57% GAIN**  
in dollar volume

Independent survey establishes Elks average incomes as twice that of the national norm. Your message too can reach more than 1,000,000 MEN, positioned, conditioned to spend, and receptive to your message in THE ELKS MAGAZINE.



## The Scratch Pad

BY T. HARRY THOMPSON

For many white-collar workers, August 15 is a red-letter day. Nothing to do for two whole weeks but play in the sun . . . the ecstatic feeling that school's out . . . and more cabbage in a single pay-envelope than you can shake a deduction at!

Incidentally, advertisers never seem to get it through their skulls that the vacation season is no time to cut out all advertising. At home or away, people don't automatically become deaf, dumb, and blind for two weeks.

Biggest itch in traffic is Little Boy Blow.

In the new houses and apartments, the dining-room seems to have gone the way of its namesake, the dinosaur.

I've been waiting for a certain distiller to say: "You can't have a cocktail without Three Feathers."

SEERSUCKER: A pushover for fortune-telling.

General Hershey must be tired of The Chocolate Soldier gag.

Our curious language: A sleeve seems to have no choice between being raveled or unraveled.

Memo to weekend drivers: Watch that accelerator; it's loaded!

The House of Representatives has voted a standby *draft* for two years; or until we see how the *wind* blows.

Pilot of a flying saucer must be a flying disc jockey.

Take the asterisk away from a copywriter and he'd have to rack up.

Tree-surgeon's diagnosis: "Its bark is worse than its blight."

"There is no duty we so much underrate as the duty of being happy."—Stevenson.

"Friendship is the only cement that will ever hold the world together."—Woodrow Wilson.

California version: "Where there's smoke, there's a smudge-pot."

Woman I know trying to get some shut-eye during a waterworks convention at Philadelphia's Bellevue-Stratford writes: "Water is their business but not their beverage."

### HEADLINE PARADE

Take the case of liquor.—*Bureau of Advertising, ANPA.*

Are you the girl who smells so nice?—*Parfums Ciro.*

They're sold on selling.—*Article in "The American Magazine."*

Soft way to spend a hard day.—*Goodyear Airfoam.*

Can we afford Truman?—*Article in "Look."*

Point Four may have its points, but there must be some better uses for our not inexhaustible wealth.

Looks as though Coca-Cola is succeeding in getting writers to put an upper-case "C" on "Coke."

I can't document it, but I have a hunch that most dentifrices are now ammoniated, whether or not it says so on the label. Since no one owns the process, it seems a simple way to improve a product and, no doubt, at trifling cost.

DIVORCE COURT: A place that is more martial than marital.

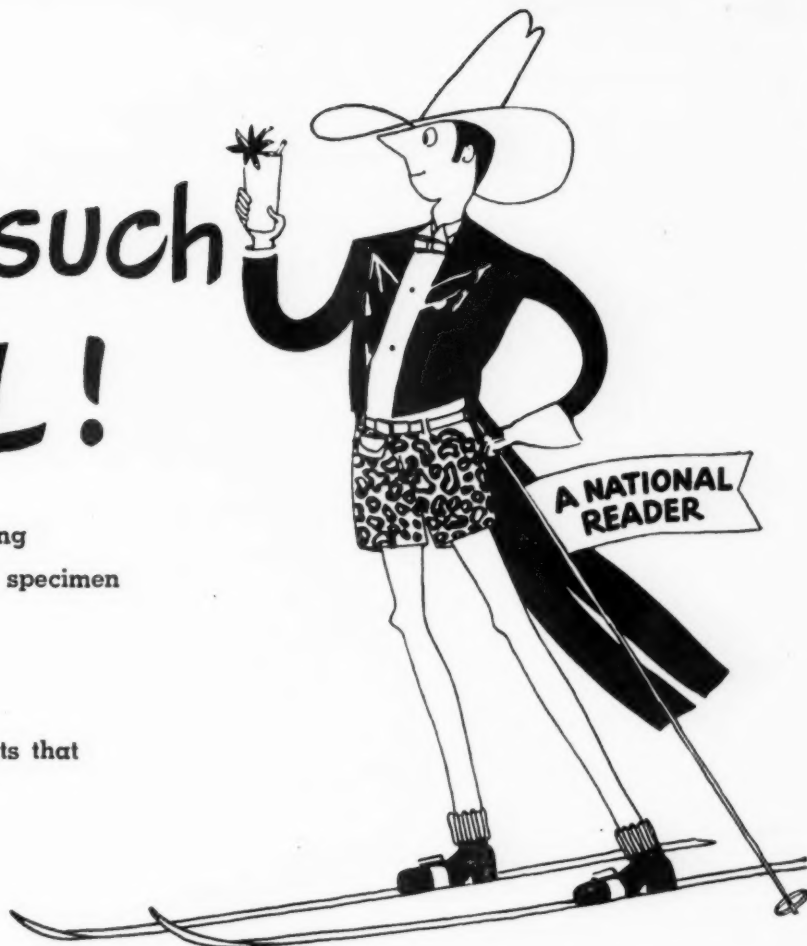
"The parsley decorating the dinner-plate contains valuable nutrients."—News-item. In fact, 15,000 Sherman units of Vitamin A, as Columbia's Professor Sherman once assured me at lunch.

SALES MANAGEMENT

# There's no such ANIMAL!

Not even in the great American melting  
pot can you spoon up such a specimen  
as this "national reader".

Actually each reader is a local  
reader . . . interested most in  
persons, places and events that  
are closest to him.



## The extra effort of LOCAL Editing pays off

### . . . for the reader

Readers get what they want in the  
Locally-Edited Magazines . . . we've got  
readership figures to prove it!

### . . . for the advertiser

Greater readership means greater adver-  
tising value . . . you've got success  
stories to prove it!

### Locally-Edited CHECK LIST

- ✓ Full color gravure
- ✓ Uniformity
- ✓ 1 order—  
1 set of positives
- ✓ Flexibility—  
No forced combinations
- ✓ Saturation coverage



## LOCALLY-EDITED GRAVURE MAGAZINES

Thirteen weekly newspaper magazines featuring The Local  
Touch for highest reader interest, greater advertising value.

**TOTAL CIRCULATION: OVER 2,660,000 COPIES WEEKLY**

Interested? Contact any of the following Representatives:  
Branham Company, Cresmer and Woodward, Jann & Kelley, Budd  
Company, Kelly-Smith Company, O'Mara & Ormsbee, Osborn,  
Scolaro, Meeker & Scott, Sawyer-Ferguson-Walker Company.

ATLANTA JOURNAL  
COLUMBIA STATE  
COLUMBUS DISPATCH  
HOUSTON CHRONICLE  
INDIANAPOLIS STAR  
LOUISVILLE COURIER-JOURNAL  
THE NASHVILLE TENNESSEAN  
NEWARK NEWS  
NEW ORLEANS TIMES-PICAYUNE-STATES  
RICHMOND TIMES-DISPATCH  
SALT LAKE CITY DESERET NEWS  
SAN ANTONIO EXPRESS  
ST. LOUIS GLOBE-DEMOCRAT



WHOSE APPLIANCES  
SHALL WE BUY  
FOR OUR NEW HOME?

LET'S LOOK AT OUR  
HOME OWNERS' CATALOGS  
AND DECIDE!



THE greatest single factor of influence on buying decisions in the billion dollar custom-built housing market . . . Home Owners' Catalogs.

The most effective, most economical distributor of consumer sales literature to the greatest number of qualified home-planners . . . Home Owners' Catalogs.

More manufacturers' consumer catalogs distributed via Home Owners' Catalogs in 1950 than ever before—over 2,480,000!

See Standard Rate & Data Service  
for rates and complete data.  
Or write to . . .

HOME OWNERS' CATALOGS

THE F. W. DODGE CORPORATION'S

CONSUMER CATALOG  
DISTRIBUTION SERVICE

119 WEST 40TH STREET • NEW YORK 18 • NEW YORK

That neighbor you saw bending over the screen-door with a brush may be one of the varnishing Americans.

If there's anything in a name, a Malay hen is a questionable producer.

Wonder if the Tower of Pisa has Communist leanings?

And then there was the little Democrat who thought her Sunday-school teacher had grouped "Republicans and sinners."

A baritone with laryngitis is fit only for hoarse opera.

It may be that some of us think we're seeing flying saucers when it's merely Dish Night at the movies.

Awhile back, a novelist was jailed for skipping her hotel-bill. That's getting plot-material the hard way.

"Sears, Roebuck Cutting Prices on 4,000 Items"—headline. You'll find them listed in the current catalog.

Gasoline is 43 cents a gallon in Britain. We still have a way to go before catching up with the benefits of socialism.

PESSIMIST: One who considers the span of life a bridge of sighs.

The successful credit-manager is the bird who remained calm . . . and collected.

This year's crop of graduates was advised to save its "mortarboards," because plasterers are in the chips these days.

A lazy fisherman is one who lets the network.

Dick Dickson says television has passed its "bar" examination.

The Smith Bros. have a barber-shop in Mt. Airy, Pa. Who should know more about beards?

Electricians should make good gag-men. They can always come up with a new switch.

"Dry as a duck," says an advertiser. Topside, of course.

# SYRACUSE, N. Y. Center of the FASTEST GROWING AREA in New York State — The 1950 Census Proves It!

**Latest census data reports SYRACUSE  
and ONONDAGA COUNTY the fastest  
growing major city and county  
in upstate New York**

Surveys of U. S. census figures show Syracuse the fastest growing metropolitan center in upstate New York, her population increase representing 42% of the entire gain by all major cities in that area. Keeping pace with her leading city, Onondaga County shows a 15% population increase, a greater rate of growth than any other leading upstate county.

The consistent growth of metropolitan Syracuse from 258,352 (1940) to 293,925 (1950) can be attributed in large measure to the continuing expansion of Syracuse's wide diversity of industries which help maintain steady employment and high family buying power. And the prospering economy of the area is further enhanced by Central New York's rich farming region, a billion-dollar industry in itself. Long recognized for its consistently high-level retail sales volume, this responsive market now offers greater sales opportunities than ever.

## SYRACUSE NEWSPAPER CIRCULATION

provides blanket coverage of this important area. Now, more than 215,000 daily and 333,000 Sunday circulation carries the message of manufacturer and retailer to this big, able-to-buy market.

**For complete Market Coverage  
at ONE LOW COST . . .**

*The*  
**SYRACUSE**  
*Newspapers*



**HERALD JOURNAL — POST STANDARD**  
(Evening) (Morning)

**HERALD-AMERICAN POST-STANDARD**  
(Sunday) (Sunday)

GENERAL ADVERTISING REPRESENTATIVES MOLONEY, REGAN & SCHMITT

AUGUST 15, 1950

## Report to Advertisers

# Newspapers

**FIRST SIX  
MONTHS 1951**



### Total Advertising

	LINAGE	PERCENT OF FIELD
TIMES .....	19,085,189	37.5
EXAMINER .....	13,670,153	26.9
HERALD-EXPRESS .....	7,610,255	15.0
NEWS .....	6,063,676	11.9
MIRROR .....	4,446,795	8.7
<b>TOTAL LINAGE .....</b>	<b>50,876,068</b>	<b>100.0%</b>
DAILY TIMES .....	13,215,857	26.0
SUNDAY TIMES .....	5,869,332	11.5
DAILY EXAMINER .....	8,857,743	17.4
SUNDAY EXAMINER .....	4,812,410	9.5

### General Advertising\*

	LINAGE	PERCENT OF FIELD
TIMES .....	3,262,266	33.6
EXAMINER .....	2,478,928	25.5
HERALD-EXPRESS .....	2,084,147	21.4
NEWS .....	1,116,615	11.5
MIRROR .....	776,183	8.0
<b>TOTAL LINAGE .....</b>	<b>9,718,139</b>	<b>100.0%</b>
DAILY TIMES .....	2,320,651	23.9
SUNDAY TIMES .....	941,615	9.7
DAILY EXAMINER .....	1,805,565	18.6
SUNDAY EXAMINER .....	673,363	6.9

\*Includes Automotive and Financial.

"This Week" and "American Weekly" linage excluded from all figures. SOURCE, MEDIA RECORDS.

REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA AND SAN FRANCISCO



# Advertising in Los Angeles

During the first six months of 1950, The Los Angeles Times published 19,085,189 lines of advertising—an all-time record among Los Angeles newspapers. The Times led all other Los Angeles newspapers in every major classification.

In addition to establishing a lead over the second Los Angeles newspaper of more than

5,400,000 lines, The Times also registered the field's largest gain over the same period a year ago.

2,861,037 more lines of advertising were published in The Times between January 1 and June 30, 1950, than were published during the same period in 1949.

## Display Advertising

PERCENT OF FIELD		LINAGE	PERCENT OF FIELD
37.5	TIMES	13,485,633	35.0
26.9	EXAMINER	9,353,920	24.3
15.0	HERALD-EXPRESS	7,049,670	18.3
11.9	NEWS	5,419,329	14.1
8.7	MIRROR	3,180,376	8.3
100.0%	TOTAL LINAGE	38,488,928	100.0%
26.0	DAILY TIMES	9,287,170	24.1
11.5	SUNDAY TIMES	4,198,463	10.9
17.4	DAILY EXAMINER	5,799,141	15.1
9.5	SUNDAY EXAMINER	3,554,779	9.2

## Retail Advertising

	LINAGE	PERCENT OF FIELD
TIMES	10,223,367	35.5
EXAMINER	6,874,992	23.9
HERALD-EXPRESS	4,965,523	17.3
NEWS	4,302,714	14.9
MIRROR	2,404,193	8.4
TOTAL LINAGE	28,770,789	100.0%
DAILY TIMES	6,966,519	24.2
SUNDAY TIMES	3,256,848	11.3
DAILY EXAMINER	3,993,576	13.9
SUNDAY EXAMINER	2,881,416	10.0

## Classified Advertising

PERCENT OF FIELD		LINAGE	PERCENT OF FIELD
33.6	TIMES	5,594,724	45.3
25.5	EXAMINER	4,311,564	34.9
21.4	HERALD-EXPRESS	557,682	4.5
11.5	NEWS	635,745	5.1
8.0	MIRROR	1,265,644	10.2
100.0%	TOTAL LINAGE	12,365,359	100.0%
23.9	DAILY TIMES	3,924,345	31.8
9.7	SUNDAY TIMES	1,670,379	13.5
18.6	DAILY EXAMINER	3,054,283	24.7
6.9	SUNDAY EXAMINER	1,257,281	10.2

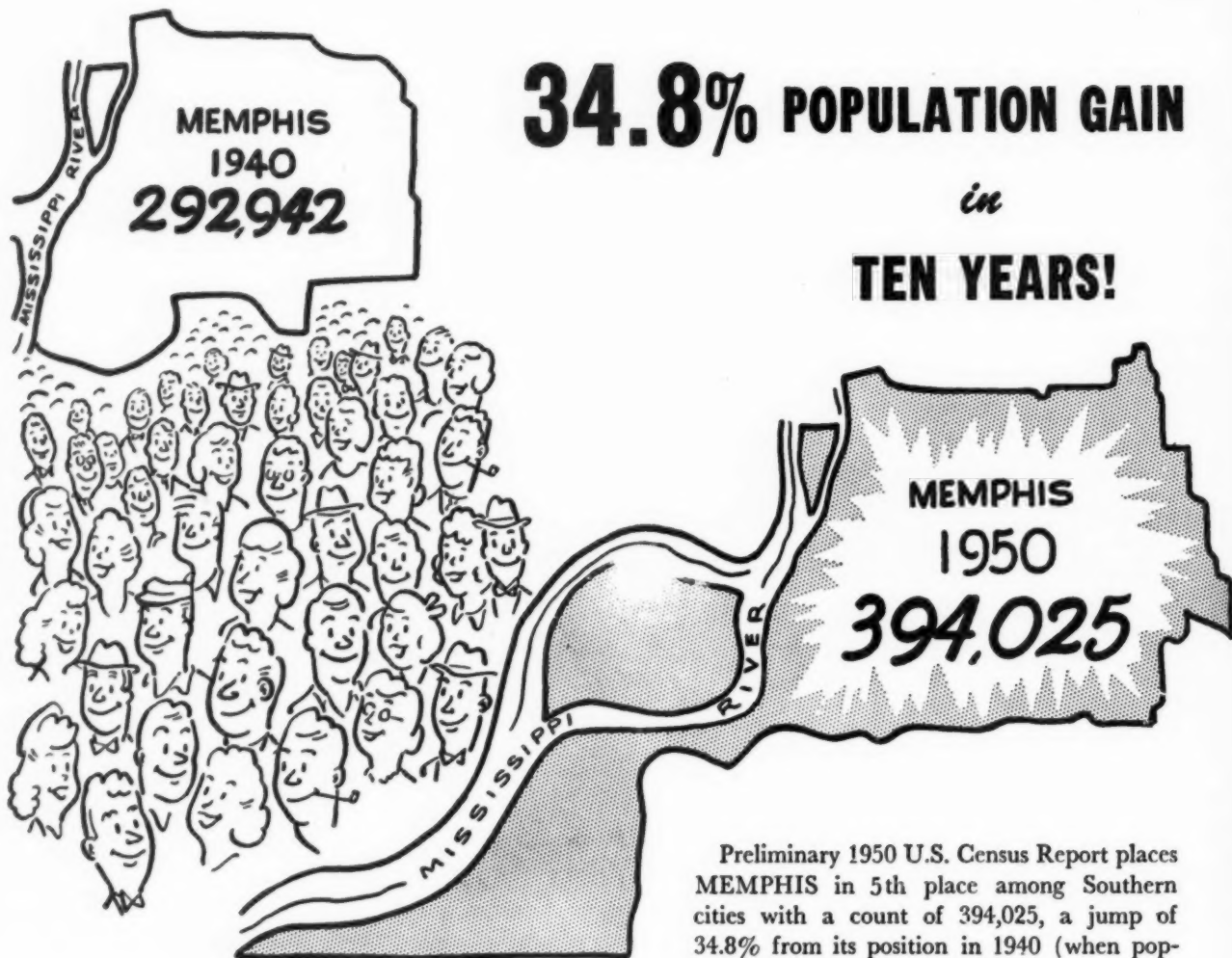
## Department Stores

	LINAGE	PERCENT OF FIELD
TIMES	4,852,868	40.9
EXAMINER	2,571,659	21.6
HERALD-EXPRESS	1,921,375	16.2
NEWS	1,988,472	16.7
MIRROR	542,338	4.6
TOTAL LINAGE	11,876,712	100.0%
DAILY TIMES	3,639,121	30.7
SUNDAY TIMES	1,213,747	10.2
DAILY EXAMINER	1,411,034	11.9
SUNDAY EXAMINER	1,160,625	9.7

LOS ANGELES

Times

AUGUST 15, 1950



Preliminary 1950 U.S. Census Report places MEMPHIS in 5th place among Southern cities with a count of 394,025, a jump of 34.8% from its position in 1940 (when population was recorded as 292,942).

In addition, actual area of the city is more than TWICE as large as the Memphis of 1940.

During the same period, your Memphis Newspapers have shown a combined daily circulation increase of 58.6% in the city, a gain from 98,405 in 1940 to 156,071 in 1950. TOTAL combined daily circulation growth amounted to 57.3%, from 207,904 in 1940 to 327,116 in 1950.

Tremendous growth in population in the city of Memphis is one more justification of its position as foremost city in a billion- and one-half dollar market area—a market most completely covered for BEST results by The Commercial Appeal and Memphis Press-Scimitar.

(ABC Audit Reports, March 31, 1940, 1950)

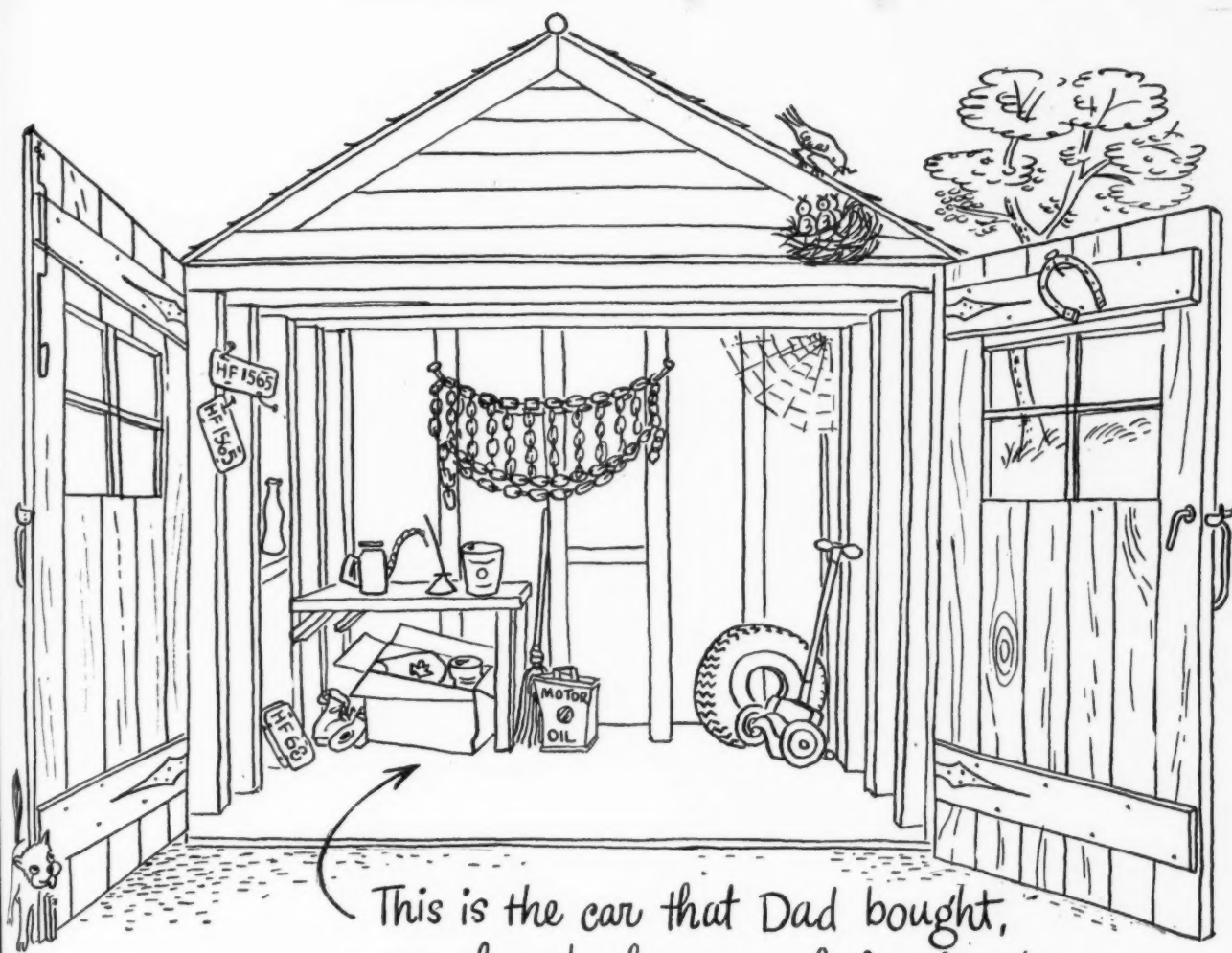
### USE BOTH MEMPHIS NEWSPAPERS

*at an optional daily combination rate of 55c per line, representing a saving of 13c per line.*



Scripps-Howard Newspapers

## THE COMMERCIAL APPEAL MEMPHIS PRESS-SCIMITAR



*This is the car that Dad bought,  
even though the rest of the family  
wanted another model.*

*That's right - no car* (unless it's still in the showroom where Dad saw it)! For all the *talk* about dominant males—or powerful females—doesn't change the fact that in most American homes, buying is a *family affair*.

The way to get your company's car into the garage, or refrigerator into the kitchen, or hotel on the vacation itinerary, is to sell every member of the family through **THE AMERICAN MAGAZINE**.

*For over 85% of the men and women and young adults in THE AMERICAN MAGAZINE's more than 2,500,000 families spend an average of 5 hours and 24 minutes on every issue!*

This phenomenal readership is no accident—for **THE AMERICAN MAGAZINE** gives its readers what they want. The fiction is exciting—wholesome—complete in every issue.

The features include the most popular picture section in print. *And most of all*, the articles about America are authoritative, informative and inspirational.

That's **THE AMERICAN MAGAZINE** . . . *always marching to an upbeat tempo—hopeful—optimistic. And always attracting readers who have the intelligence to choose what they want as a family unit and the money to buy what they choose.*

No wonder important people who have important things to say—and advertisers who have good things to sell—speak through the pages of this **MAGAZINE OF OPPORTUNITY**.



The Crowell-Collier Publishing Company, 640 Fifth Ave., New York 19, N. Y. Publishers of The American Magazine, Collier's and Woman's Home Companion.  
AUGUST 15, 1950





**does  
it fit?**

Try it—before you buy it! Good idea for clothing—or campaigning. That's why more and more campaigns are being put to the test in Roanoke.

**TEST FIRST IN  
ROANOKE**  
AN IDEAL TEST MARKET

Roanoke fits most basic requirements for an ideal test market. The Roanoke newspapers completely dominate this 17-county area. Roanoke's population of more than 450,000 is diversified, engaged in Commerce, Industry, Agriculture. Natural mountain barriers isolate Roanoke from competing markets—assuring undistorted test results.



Write for complimentary copy of "MARKET TESTISTICS" to Sawyer-Ferguson-Walker Co., 60 E. 42nd St., N. Y. 17

**ROANOKE**

TIMES AND WORLD-NEWS  
ROANOKE VIRGINIA

SAWYER • FERGUSON • WALKER CO.  
National Representatives

WASHINGTON

# Bulletin Board

## CALM BEFORE THE DEFENSE TEMPEST

A man who enjoys addressing business clubs, telling members what they like to hear and looking sympathetic when they complain about life, suddenly is thrown into a different job. Instead of hearing people's troubles and groping with them for remedies, he'll have to order them around. He likes to think of himself as bearing an unofficial title, "Friend of Business," and doesn't hanker to become the "Economic Dictator." He'll have to allocate materials to defense manufacturers.

### Must Tell Business Now

That's the sad situation of Secretary of Commerce Charles Sawyer and of many Department officials. Their relations with business people had been a search for ways to help. The Commerce Department calls itself a "Service Agency." Now this Service agency will have to tell businessmen which customers to supply first and, by implication, which they may with impunity neglect. It must tell them how to run their factories. An unstated premise running through the Department's literature is that the way to manage business is the way successful companies do it.

What do government officials in such a position do? Well, they've been digging out and reading old WPB regulations. They've been holding staff meetings where they swap conjecture and gossip; where, rather glumly, they ask each other how in the world *they* could allocate steel or leather, or whatever it might be, and just what you do when you allocate. Nobody gleefully rubs his hands, "Boy, this sure gives us power," though it's in the back of people's heads that somewhere in all this should lie a personal promotion. The old WPB hands who know all about it left Government long ago.

Yet, the lack of experience and of impulse to regulate may prove useful. Just now, there are no Defense

orders to speak of. Nobody has yet calculated just how much steel and aluminum these orders, when they do come, will call for. So far, there's been hardly anything to do; officials are in one of those intervals of impatient idleness referred to as the "planning stage." An experienced, avid allocator would find himself making rules before he could apply them; he'd have nothing to tie his red tape around.

A few years ago the Department administered what were called "voluntary allocations." It amounted to holding meetings where industrialists pledged to set aside various percentages of materials for housing, railroads, etc. It gradually became a routine, which Commerce men remember and to which it would be natural for them to revert now.

### Allocated First: Probably Steel

Fortunately, the materials that first will be allocated are produced mainly by giant companies with whole departments devoted to keeping up with the Government. Steel probably will come first. After the requisite bustling around, the preparing, clearing and discarding of agenda, steel men will be called together for what will turn out to be a "pep" meeting. Generals and admirals will tell them they won the war and effusively thank them for the cooperation that will be forthcoming. It will go a little beyond planned enthusiasm. They will agree how steel requirements will be made known to the industry. Subcommittees will be established.

As these things go on at Commerce, men at the Interior wonder when, if at all, they'll have to control fuels and possibly mineral ores. In a vague way they're preparing, or at least are getting used to, the possibility. At present there's nothing to suggest that the Department will control anything for a long time. At

YOUR BEST BUY TO

SELL

OREGON WOMEN



## The Oregonian's *Hostess House* does it again!

When Luther's Stop & Shop super market re-opened after enlargement, 75% of their promotion budget went into Hostess House—favorite newspaper section of Oregon women. WHAM! Cash registers played sweetly to the tune of \$1,000 per hour during the two-day event...business doubled and *stayed* doubled...28,000 customers from all over Oregon came in and bought! *You*, like Luther's, will *sell* Oregon women best by *telling* 'em best...through Hostess House ...in Portland and Oregon's largest newspaper, with 219,442 daily and 276,810 Sunday...THE OREGONIAN!

**BUY-WORD**  
OF OREGON WOMEN

**the Oregonian**  
PORTLAND, OREGON

100th  
year

*The Great Newspaper of the West*

IN ONE OF THE NATION'S FASTEST-GROWING SALES AREAS

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

AUGUST 15, 1950

# Mayflower Selectmen



## It Takes Scientific, Selective Procedures Like MAYFLOWER'S To Provide SAFE, DEPENDABLE SERVICE



Picture at top of page shows reaction-test, while immediately above, applicant takes field-of-vision test.



This equipment combines tests for visual acuity, night and glare vision.

● Passing the physical examination is not enough to qualify a man for training as a Mayflower van operator. He must be found satisfactory by new, scientific procedures developed by Purdue University to test reaction-time, distance-judgment, field of vision, eye dominance, visual acuity, night and glare vision, and steadiness of nerves! Such care in selection of men is just another indication of the program continually in operation by Mayflower to provide the safest and the best in every phase of long-distance moving service. It is another reason why Mayflower Long-Distance Moving Service is America's Finest. You can always count on Mayflower . . . the van fleet that has no tailgates!

### AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



**AERO**  
**Mayflower**  
NATION-WIDE FURNITURE MOVERS  
*America's Finest*

Interior, there's less stage fright than at Commerce. Early in the 1940's the Department had converted itself into a war agency, and still is staffed by men who remember. Secretary Oscar L. Chapman himself was part of the machine. The vocabulary of controls comes back without struggle.

It's the Armed Services, of course, that buy. In the Pentagon, these purchases are being listed and then translated into quantities of steel, aluminum, etc. The totals eventually will go to Commerce which, like WPB, must insure that they will be at hand.

The Service figures will be presented at Commerce meetings. Sawyer intends to deal with them as he did several years ago, when it was all voluntary. Presumably, there will be enough detail to show how much the weapons makers need, quarter by quarter, perhaps month by month. Commerce will not direct a particular steel plant to ship a given quantity to a specified plant making tanks or guns. It's the industry itself that will divide the orders. In most cases, fabricators will buy from their usual suppliers.

### Priority Tickets Appear

That's the bare start. As it gets tighter, if it does, the Services will want to be sure that materials allocated to Defense actually are so used. Companies may find their voluntary contributions burdensome; they'll want Defense orders to be accompanied by priority tickets, which identify the "must" jobs. In time these priority tickets will appear. They are commands to put certain work first; the assembler of a priority product may append the priority ticket to his own purchase orders for components.

These pieces of paper circulate when business has more than it can handle. Though they tell what to do first, they don't tell how much other products lacking privilege are to be cut back. Sometime, somebody may have to draw the painful distinctions: freight cars, autos, refrigerators? The legislation offered by the Administration merely separates military and civilian products without grading the civilian into the more and less essential. Probably the Army will do this in a sketchy way by calling some things that are usually thought of as civilian "military." Railroad repair might, for instance, fall into that class.

By the time these are actual and not merely imagined problems, people probably will have become impatient. If war experience repeats

(Continued on page 124)



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GEMENT

**which  
one  
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Ask even your best friend and you may find yourself quibbling over his choice.

But for an *advertiser*, there's only one choice—the lady in the lower left corner.

Who is she? She's a young married woman with a family. She's under 23, so she's not been married very long. Her buying habits are still flexible — and she's going to be doing lots of buying from now on, for her new home, her new family.

How do you reach her? Through the pages of the magazine she reads — *Modern Romances*.

Over 3 million women read *Modern Romances*, and their median age is 23 years. 77% of them are married, with most having their first child by the time they're 20.

As an advertiser, you *know* the value of getting home to this important young married-woman market. And *Modern Romances* takes you into the homes of the youngest married market of all!



get the **whole story** about  
**america's youngest married woman audience**

Dell Publishing Company, Inc., 261 Fifth Avenue, New York 16, N. Y.



### *House Beautiful readers get attached to the best brands*

One sure way to gauge the prestige of a brand name is to find out how it rates with the 2,560,000\* Americans who want nothing more than to better their homes...better their living.

They care a lot about value, a lot less about cost. (They include 90,000 families who earn more than \$25,000 a year.)

Your product may be one of the thousands these

people will be willing and able to buy this year. If it is, you'll be selling them *and their friends* for years to come.

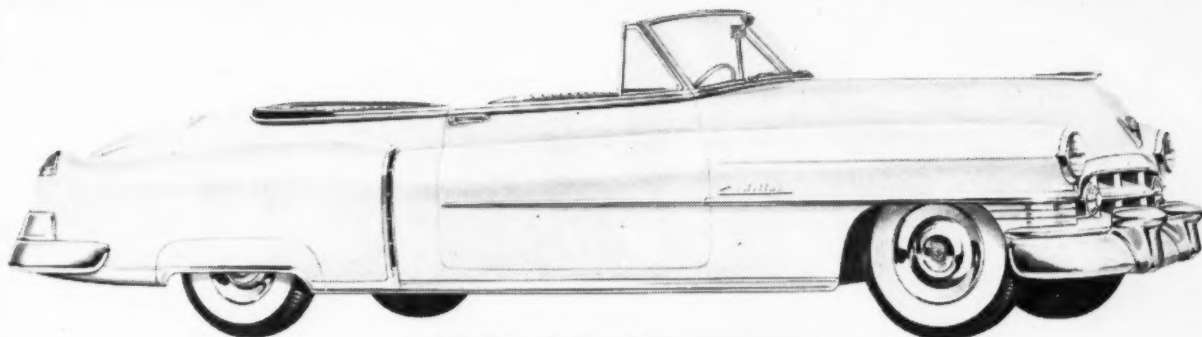
These 2,560,000\* people get attached to the best of everything. That's why they (and 50,000 persons in the retail trades) read every issue of *HOUSE BEAUTIFUL*, the favorite home magazine of America's most sales-active families.

\*4.5 readers per copy.

## ***House Beautiful***

*the magazine that sells both sides of the counter*

# WANT TO WIN A NEW CADILLAC CONVERTIBLE?

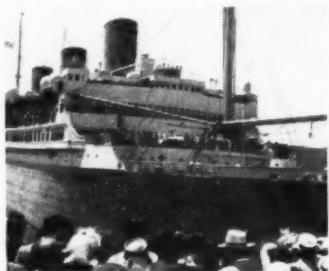


## FIRST GRAND PRIZE

Winner will receive a new 1951 Cadillac Convertible (illustration above shows 1950 model) on or about January 15, 1951, or as soon thereafter as manufacturer can make delivery under existing conditions.

## WANT TO WIN

### Two-Week Bermuda Vacation for Two?



## SECOND GRAND PRIZE

Includes de luxe accommodations, New York to Hamilton and return, on Furness Line's *Queen of Bermuda*; 9 days, with meals, at luxurious *Princess Hotel*; private car and driver for sightseeing.

## WANT TO WIN

### New Zenith Television-Radio-Phono Combination?

## THIRD GRAND PRIZE

Breakfront cabinet, with doors, in Chippendale period, finished in swirl mahogany. Huge 238 square inch television screen, Armstrong FM and standard broadcast radio, 3-way automatic record changer.



## WANT TO WIN

A 14-kt. solid gold Ronson lighter (or Martin "60" outboard motor), a 34-piece set of sterling silver (Gorham, Oneida or Wallace), a Zenith Universal portable radio? They're the 1st, 2nd and 3rd monthly prizes in each month's Cosmo-Quiz for September, October and November, with 300 more prizes each month for runners-up—a grand total of 912 awards worth \$9700.

## HOW

Just enter Cosmopolitan Magazine's bigger, better, Cosmo-Quiz, inaugurated in 1949 and repeated now by popular request.

## WHEN

The first of three 1950 Cosmo-Quiz double spreads will appear in the next issue of the publication you are now reading. Each spread will include entry blank, statement of rules and a simple 15-question quiz based on fiction, articles and features in the September, October and November issues of Cosmopolitan. Send in your entry for one month's quiz, or enter all three to improve your chances of winning the exciting grand prizes.

## WHO

You're eligible to participate if you work for a national advertiser or an advertising agency—your wife, sons and daughters, too.

## WHY

The aim of the Cosmo-Quiz is simply to expose our product to you who prepare, place and pay for national advertising. Believing that the best magazine reading today is found in the pages of Cosmopolitan, we are merely providing an attractive incentive for you to make this discovery for yourself—so you may profit accordingly.

SEE NEXT ISSUE OF SALES MANAGEMENT  
for the first 1950

**COSMO-QUIZ**

AUGUST 15, 1950



IN CLEVELAND EVERY DAY



## *Seven out of ten read The Press*

If you want to sell more in Cleveland and sell it quickly remember this: The Press reaches seven out of ten buyers on every buying day. Anywhere you find them, nearly all of the buyers are Press readers. Take drug stores, for instance. They do a thriving business at all times, particularly in Cleveland. This county is sixth in the nation in drug store sales and outranks 21 entire states.

When you see these groups at prescription counters, at tobacco counters, at fountains, or looking over sundries or toiletries, you are looking at Press readers because they are represented everywhere in a seven out of ten ratio. That means one medium, The Cleveland Press, gives you quick and certain sales results. That's the sure and easy way to sales in Cleveland.



*In Cleveland it's*

# The Cleveland Press

# IF

- THE WAR GETS HOTTER
- CONTROLS ARE INCREASED
- CIVILIAN PRODUCTION IS CUT BACK
- RATIONING IS NECESSARY

## 1. SALES POLICIES AND PRACTICES: HANDLING FIELD MEN

(Lessons learned in the 1940-43 period by Swift, Chevrolet, Zenith, Scott Paper, Carrier, Plymouth Cordage, Willcox & Gibbs, McGraw Electric, California Packing, Sinclair, Armstrong Cork, Carstairs, Ballantine, Westinghouse and others.)

We are now in a period when business planning will be more difficult than in the 1942-45 "all out" years. Perhaps we shall have a gradual but steady increase in preparation for a possible big war; perhaps we shall be catapulted soon into a world war. Who knows? We must prepare for both of these contingencies.

The future does seem to be clear to *this* extent: It is impossible to conceive a situation developing where there will not be further increases in defense spending over the current \$10 billion requested by President Truman. War of some sort is likely to run on indefinitely. More and more it will cut into our business and private lives.

We can't expect to learn everything we would like to know about coming plans and developments by reading the papers and listening to the radio. Two of the SM editors who spent a few days in Washington last week came back with the warning that officials are likely to act first and talk afterwards, that the Government will deliberately restrain public utterances so as to keep Russia in the dark as to what we are planning to do.

This means that businessmen will have to do more guessing, must be ready with a number of *alternative plans* in order to have one which fits the emergency as it may develop suddenly.

Step No. 1 should be to appoint a committee—and put it to work at once—to develop plans on how to handle the sales staff and the distributive organization if such and such happens; with alternative plan No.

2 to handle other contingencies, et cetera.

What should the sales executive be doing now?

As Jack Aspley points out in a recent letter, "In the last war, in spite of the fact that we had two years to get ready, most sales departments were frustrated when the freeze came, and were caught without plans of any kind. Many just folded up."

Certainly we owe it to ourselves and to the nation to make our businesses operate profitably, within the framework of the emergency. Not only will Uncle Sam want us to make money so that we can contribute the utmost in taxes to pay the cost of war or preparation for war, but the men in the Kremlin would be highly pleased if we had a business panic and depression. That would be the cheapest way for them to win the war. They could say to the world, "Capitalism is dead. Long live Communism."

### Do Without or Use Substitute

In an all-out war, our people are patriotic. They are understanding, they are forgiving—as compared with their reactions in the twilight zone of near-war or a little war. What happened in the 1940-43 period and the early war months should be sufficient proof. Individuals and businesses learned during the years of *real* war that they must learn to do without or to use substitutes; they knew that everyone else was in the same boat. But in the "arsenal" days it was different.

Editor's note: For this and the coming September 1 issue the format of the "Significant Trends" department will be changed to make possible a thorough coverage of the development of sales and advertising plans to meet various contingencies which may develop as a result of the national emergency.

What *did* happen then? What were the problems which sales organizations faced? How did companies meet them? The files of SALES MANAGEMENT provide many of the answers, and we shall turn to them for a summary, on the theory that much of that history will repeat itself. Sales policies and practices, the handling of field men, will be covered in this issue, followed September 1 by wartime advertising problems. But first—

## IF YOU WANT DEFENSE ORDERS

According to defense officials you shouldn't need a Washington representative, a "5 Percenter" or any other type. At least you don't need one at the start, for by taking these steps you can determine whether or not what you can make is needed by the Government.

1. Get copies of three booklets. The booklets list the 55 military procurement offices in the country and tell what sort of items each buys. "Follow Me, a Guide for Selling to the United States Air Force" can be obtained free by writing the commanding general of the Air Materiel Command at Wright Field, Dayton, Ohio. The Government Printing Office in Washington will sell for 15 cents the booklet, "Selling to the Navy." The Army booklet, "Purchasing Items and Purchasing Locations" can be obtained free by writing the procurement information center of the Army at the Pentagon in Washington.

2. Arrange with the proper procurement offices to be notified whenever that office is buying products which you make. This can be done by mail.

3. If the manufacturer wants to keep watch on other items the Armed Forces may be buying, he can arrange to get a look at the consoli-

dated daily list of all items on which the military is seeking bids.

The list is compiled daily and mailed to some 1,500 locations in cities throughout the 48 states. A Commerce Department office in any one of 48 major cities can show it and tell the nearest point to which it is mailed daily.

The bid lists do not cover classified (secret) material. If the manufacturer wants to make those items, he must arrange with the Defense Department to get his employees cleared for security first. Then he can be invited to bid or negotiate for such contracts.

### THE BEST WE CAN EXPECT

If we don't go much beyond the \$10 billion appropriation for defense needs, we can have both guns and butter. We will have fewer new houses, television sets, automobiles—and less of everything made of metals in any quantity. But if we do stop around that figure the cut-back won't represent any great loss in material comforts. This year we have been turning out at least 10% more of these things than last year, and if we merely dropped back to the 1949 levels, or slightly below, it would be no great hardship.

But—it wouldn't be as simple as that. Even a small cut-back in civilian production will bring an increase in government controls: controls to stave off inflation, controls to divert scarce commodities to what seems most "essential," controls to provide more taxes, controls to put manpower where it is most needed, controls to assure transportation priorities for war materials. Business won't be "as usual" even though our involvement in global conflict is postponed or never eventuates. No matter what you sell, you are going to be involved—and deeply.

And of course the situation might shift rapidly for the worse. So let's turn the pages of history back to a somewhat comparable period.

### BAD ATTITUDES ARE EXPENSIVE

History is repeating itself, according to the nation's retailers. Many of them claim—and produce credible evidence to prove it—that wholesalers and manufacturers are refusing to supply them with needed "demand" merchandise, even when firm orders had been placed months ago, the suppliers holding back deliberately in order to run the price up.

There is some truth, some fiction, here. Many of the manufacturers in-

involved have been faced suddenly with sharp increases in the cost of their materials as is the case in most branches of the textile industry. But whether the cause may be legitimate or downright profiteering, the end result is likely to be the same. If we have a big drive-up in prices, federal controls (price and probably rationing) are inevitable.

Remember the old refrain, "Don't you know there's a war going on?" It didn't set well even when we were hotly engaged in a two-front war, and it was even more unpopular when used during the arming years and the first year or so of real war. Now we hear it again—as an excuse for profiteering, for indifference, for poor service, for poor quality, for lack of enterprise.

How can the attitude be changed into one which brings good will instead of bad will?

A basic answer is that in a war emergency period we must operate conspicuously "in the public interest." Take Scott Paper Co. seven years ago. The firm did a selling job on six separate fronts—not by selling more, but by serving more people through teaching conservation. The good will the company built up for the future has shown up on balance sheets in postwar years.

### Helpful Campaigns

Through its salesmen and through advertising, Scott waged campaigns (1) to and through retailers to combat consumer hoarding; (2) to reduce lost manhours and absenteeism by promoting better health facilities and practices; (3) to architects and plant management on the need for "planned" washrooms; (4) to enlist children in conservation, neatness and sanitation; (5) to "war on waste"; (6) to promote "Health is ammunition, too." (SM Feb. 15, 1943).

Swift & Co. learned quickly how to handle harried dealers with kid gloves. It was no time for a salesman to wisecrack at a dealer, to dismiss his problems lightly. Early in the war the company conducted what was called a "Listen and Explain" campaign. Dealer salesmen were given a four-point contact formula:

1. Be good listeners . . . let the dealer tell you his troubles and then be patient and tolerant in helping him with them.
2. Avoid wisecracks . . . the dealer's troubles today are *real* and if you try to dismiss them, we may lose a friend.
3. Don't pass the buck to the

house. The salesman is Swift & Co. to the dealer—and he must be prepared to share that responsibility. Dealers like to do business with salesmen like this.

4. Explain . . . give the dealer a full explanation of the "whys." Often a dealer can't get what he wants, but if the salesman will check through his price list carefully, he will find many items he can offer. The rule, then, is "be helpful." (SM March 1, 1943.)

Also in the food field, California Packing Corp. felt that advertising alone would not keep the consumer sold on Del Monte during the period of scarcity. One of the big jobs of Calpak salesmen was to supply the trade with essential information so that dealers might have the right, constructive story to tell the consumer. Every salesman regularly received bulletins which kept him up-to-date on all aspects of the processed food problem, such as analytical digests in easily understood and easily transmissible form of all government actions and edicts. (SM June 1, 1943.)

With these companies, as in many others in diverse fields, the emergency caused the sales organization to give *more* service rather than less.

But there were plenty who did nothing for the sorely harassed distributors and retailers. Early in 1942 SM interviewed 265 dealers in the auto, tire and appliance fields.

"Very few expressed any resentment over actions by the Government which are ruining their businesses, but many expressed the view that manufacturers somehow — they weren't just sure *how* — should be offering them more ideas and guidance on how to survive. Never in history has a manufacturer in any of these trades had such an opportunity to win lasting good will with the best retailers, but few seem awake to the opportunity." (SM, May 1, 1942.)

### SOME WERE AWAKE

The Zenith Radio Corp. has been conspicuously successful in recent years. How much of its success is traceable to the help it gave its distributors in surviving the global hurricane? Probably a great deal, for the company went into the war with 73 distributors—and most of them came out in reasonably good health as the direct result of a resourceful factory-sponsored program which involved an intensive hunt for new things to sell, development of service,

(Continued on page 126)





TRAIN "X" may soon be the railroads' reply to the airlines' speed claims. Integrated and lower and lighter-weight than today's streamliners, it would be able to go 150 mph. and to "cruise" at 100 mph. "X" is being developed by Chesapeake & Ohio and Pullman.

# Can The Railroads Climb Out of Their Rut?

PART I of an article in two parts\*  
BY LAWRENCE M. HUGHES

Many railroads are going down fast—with flying alibis. Instead of ending banker control, "ton-mile" management, and attracting and developing energy, brains and vision, they damn "super-regulation" and "subsidized competition." But some make money; more sales factors are at work.

An executive of a life insurance company, which tries to invest safely billions of policyholders' dollars, said: "We were bright—or lucky. We got out of railroads some time back." On the surface, it seems railroads are good to get out of.

Last year the 132 Class I roads earned \$438 million, or 38% less than their \$687 million of 1948—although their gross income declined only 10%, from \$10.035 to \$8.951 billion. And their return on net assets, of

3.2%, was much the lowest of all major industry groups studied by National City Bank of New York. It was only one-fourth of the return in manufacturing, mining or trade, and only a bit more than one-third of finance and of public utilities, which stood next to the bottom. The fact that *some* railroads are doing pretty well merely means that most of them are doing worse than trend figures indicate. Of the \$438 million earned in 1949 by 132 railroads, \$160 million, or more than one-third, was produced by just four of them: In order, the

\*(Part II of this article will appear in the next issue.—The Editors.)

Santa Fe, Union Pacific, Southern Pacific, and Norfolk & Western. In 1948 these four also earned nearly one-third of the Class I total.

The Santa Fe, UP and SP are the western members of the railroads' Big Six. The eastern members are the Pennsylvania, New York Central and Baltimore & Ohio. The Pennsy and the Central each is bigger in assets and sales than any of the western three—the biggest of which is the Southern Pacific. But the western three earned five times as much as the eastern three, and the Santa Fe alone earned twice as much as the Pennsy and Central combined.

Is competition, in proportion to market potential, less in the West than in the East, Midwest or South?

Railroad men generally kick about passenger train "operating losses"—which rose last year from \$560 to \$649 million. But the Santa Fe, UP and SP have a higher than average ratio of passenger to total business.

### Western Decline Smaller

Although eastern railroads have raised passenger fares three times in three years, and the western roads have raised them only once, the western three had a \$3 million smaller decline in passenger revenue last year than the Pennsy, Central and B&O.

And while the big eastern roads were blaming coal and steel strikes for their 1949 showing, the Norfolk & Western—three-fourths of the freight revenue of which comes from coal—could earn nearly as much as the Pennsy and Central combined, on 9% of their combined volume.

In fact, among 19 roads with gross revenue of \$150 million or more each last year, eight earned more than the Pennsy and these and three others earned as much as or more than the New York Central. . . .

But the fact remains that in revenue and earnings—in that relatively good year 1949—all the 19 did worse than in 1948. In the first quarter of 1950 the trend was still downward.

Almost every railroad man with whom SM talked blamed it on

"1. Passenger losses," due to

"2. Strangling regulation" by the Interstate Commerce Commission and state bodies, which forces railroads to continue "uneconomic services" and prevents them from getting "adequate rates and fares."

At the same time, federal, state and local governments have

"3. Subsidized competition," in highway, airway and waterway con-

struction and maintenance, for which railroads are paying

### "4. Excessive taxes."

In addition to all these, railroads are paralyzed by

"5. High costs" of labor, materials and equipment.

The railroads have separate solutions of each of these problems. But they all get down to a sort of government guarantee of a return of at least 6% on their net investment. . .

The grounds for their gripes are

not altogether reasonable.

About two-thirds of the \$649 million "passenger losses," says James G. Lyne, editor of *Railway Age*, is due to "head end" loss—mail and express—on passenger trains. That would leave losses of about \$220 million on the conveyance of people.

(The railroads claim that they get "6% of the revenue for carrying 94% of the mail." Last year they were granted an interim increase of 25% on mail, but they want a lot more. Railway express continues to decline because of the lower rates of parcel post.)



The best going away present  
you can give your family . . .

is the peace of mind they share with you when you go Pullman.

Wherever the train goes, wherever the weather is rough, they'll have no more doubts or worries.

That's because you'll be in a Pullman, crossing the country deep, but not as deep as home.

So, I guess you sleep—and they sleep too—when you go Pullman.



Go Pullman

COMFORTABLE, DEPENDABLE  
AND—ABOVE ALL—SAFE!

Next time **RELAX**  
try the train

The friendly Southern Pacific **S.P.**



# Privacy as You like it on the Santa Fe



Room to  
Roam, too!

It's a private world of your own—your room on one of Santa Fe's great trains, whether it's a de luxe suite or economical roomette.

When you feel like roaming, there's a lounge car for friendly relaxation—and at mealtime, you choose from a Fred Harvey menu and eat from a table, instead of a one-choice tray.

You board the Santa Fe downtown, not out in the sticks. You leave on schedule in any weather... see scenery and places en route at eye level... arrive safely, relaxed, refreshed.

Yes, figure it out. You'll go Santa Fe—all the way.



Ride great  
trains through  
a great country

**FIGHTING BACK**—Some railroad factors intend to get over their advantages, even if they have to take a sock or two at other carriers in the process:

Last spring the Santa Fe turned "competitive"—emphasizing not only comfort, convenience as well as privacy but "arrive safely, relaxed, refreshed." (above)

Pullman is pretty blunt about "safety." In a magazine campaign, it gives wives the impression that the railroads are the only sure way to bring their man back. (left, above)

On outdoor posters for about 13 years, Southern Pacific has been telling harassed motorists how much better off they'd be if they "relaxed, tried the train." (left, below)

Total passenger train revenue of Class I roads last year declined about \$100 million to \$1.176 billion. Of this, passengers—Pullman, coach and commutation—brought in \$861 million, or less than one-tenth of all railroad revenue.

But under a complicated and antiquated "ICC formula," passenger trains are charged a larger share of over-all costs.

Perhaps \$100 million or more of the "loss," says Henry F. McCarthy, traffic vice-president of the New Haven (the only larger road which makes an operating profit on passenger trains) should be called a contribution to joint passenger-freight expense, much of which must be paid whether passenger trains run or not.

All this cuts the total apparent loss down to \$120 million or so.

It may serve to placate shippers, who think they're being stuck with higher freight rates to meet passenger losses. . . .

Regulatory bodies don't deserve all the blame for unprofitable trains and runs. They are working a bit faster today to help railroads remove them. Nor do all the losses come, as some railroaders claim, from the jerk-water runs. Some railroads overextended themselves on the main line.

In 18 months the Chesapeake & Ohio, for example, has reduced train mileage 50%, and has just sold the new streamlined "Chessie" day train to the Argentine government. This summer, the Pennsy, New York Central, B&O and others have dropped or merged crack trains.

In raising fares (against increasing ICC opposition) from 2 to 3.375 cents in coaches and from 3.3 to 4.5 cents for first-class, the eastern roads may have priced themselves out of the market. . . .

But subsidized competition is something else again.

Robert R. Young of the C&O estimates that the U. S. Government now spends "\$400 million annually to enable you to ride on an airplane." Different railroad men figure that, without subsidies, airline passenger fares would be somewhere between 9 and 40 cents a mile—as against the present first-class fare of 5.5 to 6 cents.

Whereas one branch of the government, the ICC, now has an annual budget of about \$10 million, primarily to "regulate and inspect" the railroads, another branch, the Civil Aeronautics Administration, spends \$106 million a year, largely to "foster" and provide "grants in aid" for aviation.

Continually, also, Uncle Sam fosters highways and waterways.

But the railways have got into the gravy too.

Opening Baltimore's new airport on June 28, Secretary of Commerce Charles Sawyer explained that Uncle Sam has provided "promotion . . . for each new form of transportation." From 1850 to 1871, he said, the federal and state governments promoted railroad construction with grants of land and rights of way equal to "slightly less than 10% of the total land area of the United States."

That means 300,000 square miles, or 192 million acres.

But Col. Robert S. Henry, vice-president for public relations of Association of American Railroads, has shown that the railroads were granted less than 8% of our land area; the net amount actually patented was 131,351,000 acres—worth 23.3 cents an acre, or \$31 million.

Then, Henry adds, for 85 years, all the railroads had to pay for land grants to some of them by carrying government freight and passengers at half rates: Uncle Sam was nearly \$1 billion ahead for his generosity.

But Henry doesn't show how much the value of those acres has appreciated. . . .

## Their Own Fault

It seems that the railroads had regulation coming to them. Said Sawyer: "The unbridled 'free enterprise' of the rugged railroad barons led . . . to the Interstate Commerce Act of 1887."

The barons were rugged and often ruthless. Jay Gould, E. H. Harriman, James J. Hill, Leland Stanford, Cornelius Vanderbilt and others really worked on the railroads. In fights with the Pennsylvania and the Erie, Vanderbilt's New York Central made as many as 6,000 "special" rebates a year to shippers, cut the New York-Chicago passenger fare down to \$7 and the "immigrant" fare, for 950 miles, to \$1.

Many a railroader today wishes he could turn the founder's picture toward the wall. But at least the pioneers were "promoters," and even builders.

Into the Pennsy-Central fight, as mediator, stepped John Pierpont Morgan. He represented British interests in the Central. Before long he was ministering also, among others, to the B&O, C&O, Burlington, Delaware & Hudson, Erie, Great Northern, Northern Pacific.

The House of Morgan extended its services to the Santa Fe, Illinois Central, Missouri Pacific, and Pullman Company.

An outfit with less dignity and  
(Continued on page 118)





**FIRST IT WAS RADIO . . .** and now it's television. Eugene S. Thomas, one-time president of The Sales Executives Club of New York, was a pioneer in radio. Today he's back in New York—manager of TV operations for WOR-TV, after a stint as v-p and general manager of WOIC, Washington, D. C. Like many of radio's pioneers, he got in on the ground floor through his newspaper background: He'd worked as District Building reporter for *The Washington Herald*, as copy editor and reporter for *The Washington Daily News* and as feature writer for *The Washington Star*. Then he started veering: He did public relations work for Atwater Kent Manufacturing Co. and National Broadcasting Co. Next thing he knew radio had him. He managed the Atwater Kent National Radio Auditions, conducted in 1,000 cities of the U. S., which led to the discovery of many of the popular voices heard today in opera, concert, radio and theater . . . Before he embraced TV he was playing a part in its growth. He made a national survey to study the effectiveness of TV as an educational and advertising medium for the Commercial Operations Committee of the Television Broadcasters Association and presided over the first demonstration of Radio Facsimile broadcasting to New York's business leaders.

## They're in the News

By Harry Woodward

**TWO IN A ROW . . .** Kenneth R. Beardslee is in for a whale of a big year. Two pretty special things have already come his way since 1950 was rung in . . . On February 5 he, an inveterate golfer, achieved his heart's desire on the links: He made his first hole-in-one. And on July 18 Carboloy Co., Inc., of which he's been a vice-president and marketing manager, made him president. Ken Beardslee a handsome, graying man who looks like a career diplomat, began with Carboloy in 1930 as a sales engineer. He'd made his start with several years of purchasing and sales experience with Mack Truck Co., and then with Koebel-Wagner Diamond Co., which at that time, was fabricator of Carboloy wire drawing dies. So the change to Carboloy was as natural as reaching for a mashie in a sand trap. Along his Carboloy way he's been district manager of the Pittsburgh office, general sales manager and v-p in charge of sales. He's on the board of Cutting Tool Manufacturers Association, is immediate past-president of American Supply and Machinery Manufacturers' Association. Has been *twice* president of Lochmoor Country Club, Detroit.



SALES MANAGEMENT

**GENERAL FOOD'S BRIGHT HOPES . . .** these three men have been moved higher up GF's ladder to provide them a better vantage point against the day when the top brass retires. Each man is being given an opportunity to gain experience in some phase of operations—sales, advertising or production. The men above these three are approaching GF's retirement age: 65.

**1. CURTIS H. GAGER . . .** who is a director and vice-president, began with the company as a copywriter. He'll take over operating responsibilities for Franklin Baker, Maxwell House, Associated Products and ElectriCooker Divisions and General Foods, Ltd. All this in addition to his other responsibilities for Post Cereals, Igleheart Brothers, Gaines Dog Food, Corn Mill, etc. He's been with the company 21 years.

**2. WILLIAM M. ROBBINS . . .** has spent his entire career with the company. He graduated from Yale Sheffield School in '24, entered GF's training school of the Postum Company. He's been eastern production manager, head of the company's Sales Division and general superintendent of Walter Baker Division. Now he'll take over responsibility for the co-ordination of several staff functions.

**3. CHARLES G. MORTIMER, JR. . . .** another director, who's also v-p in charge of marketing, came to GF a year before Mr. Gager. He held several merchandising positions during the next decade, was made general advertising manager in '38. Now he'll have operating responsibilities for the Birds Eye-Snyder, Seafoods and Bireley's Divisions.



1.



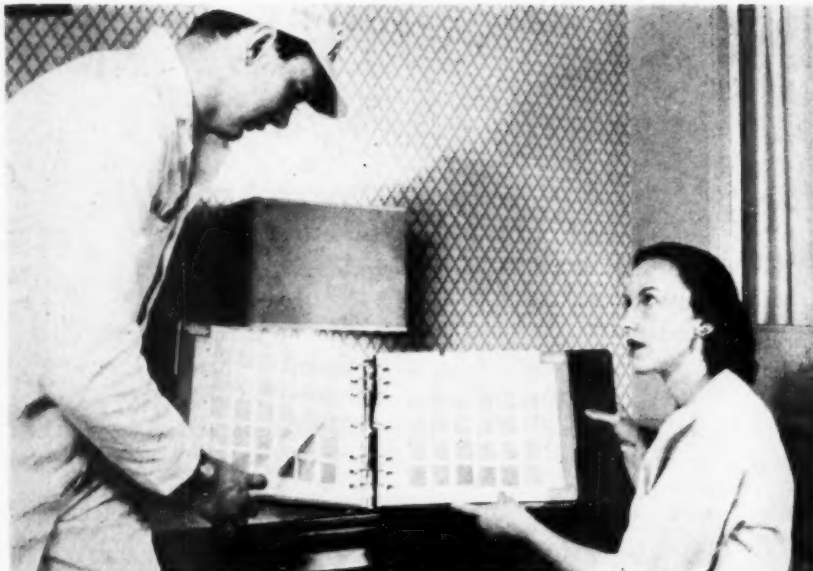
2.



3.



**PAPA OF THE BIG IDEA** is Wallace F. Bennett, paint man of Salt Lake City. "Colorizer" took twelve years of research.



**PAINTERS LIKE COLORIZER** because it overcomes tedious hours otherwise spent in mixing and matching. Working from Colorizer samples, the housewife can quickly select shades, can see how they will look when dry.

## "Colorizer" Licks Range-of-Color and Inventory Problems for Paint Dealers

Nine manufacturers operate under a setup in which all offer paints in the same range of standardized colors and merchandise them with the same sales tools and materials. The big idea: fluid colorants separate from base paint.

**Based on an interview by Lester B. Colby with**  
**ROBERT O. CLARK, President, Color Associates**

Offer 1,322 paint colors in any paint finish for interior or exterior use and a color-hungry world will beat a path to your cash register, carrying fabrics, upholstery, magazine illustrations, even grapefruit, lipstick and sugar bowls to be matched in paint. That's the daily experience of thousands of Colorizer paint dealers throughout the United States and Canada, and more paint dealers every day are beating a path to the doors of the nine regional paint manufacturers who in early 1949 joined forces as Color Associates.

"A few years ago, when the American homemaker decided she wanted

new, different colors, the average paint manufacturer offered a meager dozen or two tints and shades," says Robert O. Clark, Chicago, president of Color Associates. "The paint business was off, and the future didn't look bright. Custom mixing of color was growing in some of the larger paint and department stores, but the paint industry offered little with which the average retailer could meet the demand of his increasingly color-conscious customers. We talked color, but didn't deliver.

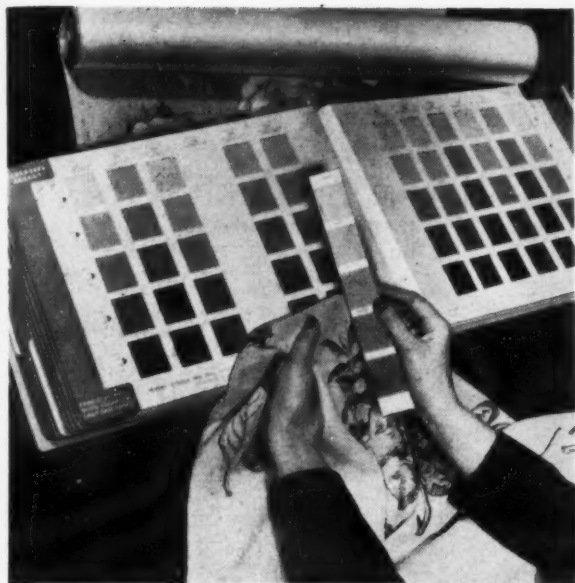
"Then came Colorizer—and the revolution. Today we offer consumers their choice of 1,322 colors in

enamel, flat, semi-gloss, floor enamel and even outside house paint. We sell any color right over the counter without any waiting or special ordering. Most colors are sold at regular paint prices, and we can re-match any color a month or years later.

"We put the dealer in the color business with a complete stock of 1,322 colors for as little as \$200 to \$400. He can meet all color demands with half his usual investment, save two-thirds of his shelf space for other merchandise, completely eliminate slow movers, double or triple his paint profits, create more store traffic—and yet never have to mix a drop of paint. Thanks to these dealer and consumer advantages, our sales are well above the industry average compared with the previous year, and we are still setting new monthly sales records."

To achieve this, Colorizer associates, nearly all regional firms, had to lick a major problem: how to go national overnight with a single product sold under the nine different labels of member companies. The Colorizer paint system was perfected by Bennett's, pioneer paint manufacturer in Salt Lake City, after 12 years of color research by Wallace F. Bennett, this year's chairman of





**HOUSEWIVES LIKE COLORIZER** because it helps to simplify one of the most difficult jobs in home decoration: Getting draperies, rugs, wallpaper, to match.



**DEALERS LIKE COLORIZER** because they can meet all color demand with a minimum inventory and investment. Stock shown here offers 1,322 colors, requires an investment of less than \$400.

the board of the National Association of Manufacturers.

After a phenomenal success in the Bennett trade area during a two-year market test, the Colorizer system was made available to eight other well established manufacturers: Brooklyn Varnish Mfg. Co., Brooklyn, N. Y.; Walter N. Boysen Co., Oakland and Los Angeles, Calif.; James Bute Co., Houston, Tex.; Jewel Paint & Varnish Co., Chicago, Ill.; Kohler-McLister Co., Denver, Colo.; W. H. Sweney & Co., St. Paul, Minn.; Warren Paint & Color Co., Nashville, Tenn.; Imperial Varnish & Color Co., Ltd., Toronto, Canada. The last is the only truly national manufacturer in the group, marketing Colorizer from Newfoundland to British Columbia.

Recognizing the inadequacy of the traditional color card of 12, 14 or 24 colors, Mr. Bennett went to work in 1937 to develop a paint line which would meet the rapidly growing demand for color. Early attempts resulted in a system of 54, 100, 1,800 and then 3,600 colors. These meant plenty of choice but with two disadvantages: first, the colors were not classified in an orderly system for easy selection; second, some of the traditionally best selling paint colors were not included.

One Saturday afternoon in 1944 Mr. Bennett decided to throw out the work of all his previous experiments and start over. He began with 24 colors from the famous double-cone shaped "color world" of Wilhelm Ostwald, Nobel Prize winner, physicist and color genius. From

these hues he selected 12 colors that would best meet the new demand for variety in color.

At the suggestion of Faber Birren, New York City color consultant, Mr. Bennett added the traditional best selling four colors: green-yellow, ferrite, umber and lampblack grey, which had been missing before. The resultant 16 basic colors, when let-down with white and shaded with black, produced 1,322 different hues, tints and shades, beautifully classified and evenly graduated, without a serious color gap in the entire range.

### Careful Reproduction

Each of these colors was tediously reproduced by hand until Mr. Bennett was satisfied that he had discovered his complete color system. Since the paint industry did not have the necessary pigments to manufacture all these colors, Mr. Bennett had to go to the printing, wallpaper and textile industries for his pigments. He found them, and Colorizer became a practicality.

Naturally, no dealer can afford to stock 1,322 colors in ready-mixed paint. Such an inventory would fill a store and require an investment running into thousands of dollars. Bennett's solved this problem by separately packaging the color itself. At present the Bennett factory produces fluid colorant which is carefully pre-measured and packaged in flat-ended metal tubes of several different sizes. Each of the Colorizer associates manufactures his own base white paint and base grey paint, but pur-

chases tubes of fluid colorant from Bennett's on a franchise basis.

Thus the dealer stocks only base white and base grey paint, packaged in all the usual sizes, plus a stock of Colorizer fluid paint colorant (16 colors) in metal tubes. The entire stock takes only a few feet of shelf space and costs a fraction of the price paid for a working stock of ready-mix.

When Mrs. John Q. Jones, paint consumer, goes to her Colorizer paint dealer she selects the color she wants from a large, handsome album containing the 1,322 actual paint samples, plus several hundred new deeper tones which have recently been added to the line. She chooses her color by the number specified in the album and immediately purchases a can of base paint, plus tubes of one or two Colorizer colorants.

Ready to paint, Mrs. Jones opens the base paint, then uncrimps the end of the metal tube and squeezes the fluid colorant into the base paint. There is no measuring or formulating, no thick paste in the bottom of the can, no streaking of color, no more stirring than is required with ordinary paint. When her paint is dry it will match exactly the color of the chip in the Colorizer album from which she made her selection. If Mrs. Jones runs out of paint, she can reorder by specifying the number. She will get her additional paint in a small can, exactly like the first lot, without needless waste, thus being more economical.

Colorizer's orderly arrangement of colors, plus its "choosability,"

quickly won the attention of decorators, colorists and home furnishing magazines, from which emanate new styles and trends in color and home decorating.

Executives of *House Beautiful* took one look at a Colorizer demonstration and immediately specified Colorizer paints for use in their popular Pace-Setter Houses. Many builders paint their demonstration homes with Colorizer and show prospective buyers the Colorizer Album offering custom color with every house.

Despite the fact that Colorizer paint is sold by nine independent manufacturers, under nine different paint labels on the North American Continent, Colorizer associates operate as a cohesive unit, with co-ordinated sales, advertising and promotional efforts. This has been made possible by the use of seven major sales tools:

**1. The Colorizer Album:** This is unquestionably the No. 1 sales tool in the group. Each associate furnishes his dealers with exactly the same album, with the name of the associate on the cover.

**2. Display Rack of Take-home Chips:** Customers who wish to take home color samples for a family huddle, or for matching with colors of home furnishings, are given king-size chips from a display rack on the dealer's counter. This rack contains 72 color chips selected for the Colorizer group by Faber Birren, based on the most popular and desirable colors among the entire 1,322 found in the album. This rack has obviated the need for the old-fashioned and costly color card.

**3. Merchandising Unit:** A modern, streamlined all-steel merchandising unit has been developed. It contains the entire Colorizer stock of 1,322 colors, plus take-home chips and albums, in a space about 3½ feet square by 5 feet high. The unit is handsomely lighted and mounted on wheels so that it may be moved to the front of the store during the paint season.

**4. National Advertising:** Colorizer is running the heaviest schedule of national advertising yet seen for a multi-color paint system. Shelter magazines, both mass and class, carry the entire schedule. Copy features the "choosability" of Colorizer paints, with all nine associates listed in the signature. Since each associate has a different can label, no paint is ever carried in a national advertisement, which is also consistent with the

group's feeling that they are selling color, not a bucket of paint. Expense for this national advertising is prorated among the respective associates. The national advertising is heavily merchandised locally by all associates through use of reprints, counter cards, large blow-ups of the advertisements and radio and newspaper advertising tie-ins.

**5. Color Movie:** One of Colorizer's first promotional efforts was the production of a 20-minute, full-color sound movie telling the story of Colorizer's development and illustrating its value to the professional decorator as well as to the homemaker. The movie was so produced that it does a double-edged job of talking to consumers and at the same time shows dealers and their salespeople how sales should be made. Half a hundred prints of this movie are now being shown to hundreds of thousands of consumers, dealers, painters, architects and women's groups throughout the United States and Canada.

Carefully planned strategy behind the movie calls for showings first to present dealers and their salespeople, to make them more Colorizer-conscious and to acquaint them even better with the background, the advantages and the simplicity of the Colorizer system. The second phase of the campaign calls for showings

to consumers, and this is broadened to include women's groups, clubs, churches, schools, and similar organizations, and finally to prospective dealers as a part of the Colorizer dealer acquisition program. Colorizer manufacturers' salesmen are equipped with a small portable projector which permits the showing of the movie under daylight conditions in the dealer's store.

**6. Local and Regional Advertising:** Each Colorizer associate has his own aggressive local newspaper and radio advertising campaign. To capitalize on the closest possible tie-in with the national advertising, associates make wide use of the same newspaper advertisements and the same radio commercials, with only the name of the associate changed.

**7. Identification Signs and Point-of-Purchase:** To continue the cohesive nature of all promotions, associates have established and now use a single identification sign for dealers, and also employ the same window displays and point-of-purchase posters and streamers.

As a result of this syndicated advertising and promotion today's mobile customer will see the same store signs, streamers, newspaper advertisements, display racks, merchandising units and Colorizer albums wherever she goes to buy Colorizer paint anywhere in the United States, Hawaii or Canada. And the paint color she selects in Brooklyn, under the label "Beauty by the Brushful Colorizer Paint" can be exactly matched if she moves to Cucamonga, Calif., and buys it under the label, "Boysen Colorizer Paint."

The Colorizer dealer acquisition program has been remarkably successful, thanks to seasonal barrages of direct mail, group and individual showings of the Colorizer movie plus aggressive selling. Starting from scratch only about 18 months ago, the group now has several thousand enthusiastic dealers and new dealer quotas are being broken every month.

A powerful tool in the dealer acquisition program has been the Colorizer Salesman's Demonstration Kit. It contains a Colorizer Album, a large 32-page sales presentation and a paint sample case. With this three-unit kit the salesman enters the dealer's store, opens the album and announces that he can make any color the dealer selects, all in one minute.

This usually captures the dealer's attention, but instead of starting the demonstration at this point the salesman closes his album and starts his sales talk with the 32-page presentation. Midway through the talk he







"HEXATRON 14" IS THE NAME: This illuminated paint merchandising unit was designed for Colorizer Associates by George Nelson. It holds a complete inventory of all 1,322 colors in all paint finishes, with take-home chips and three Colorizer albums.

again opens the album, has the dealer select a color, and then mixes it on the spot from ingredients in a kit 9 x 11½ x 4½ inches. This proves the simplicity, matchability and low inventory requirements of the Colorizer system. The last page of the presentation is an order blank and many a contract is signed on the spot.

Colorizer's distribution runs the gamut of paint outlets, paint and wallpaper stores, hardware stores, lumber yards, home supply stores and department stores. The line appeals to all types of retailers because it meets all color demands with a fraction of the usual inventory and its resultant increased turnover. Availability of all the 1,322 colors in exterior as well as interior paints gives the retailer a complete paint department with no need for supplemental paint lines.

R. J. Zimmerman, Zimmerman Paint & Glass Co., LaPorte, Ind., admitted being skeptical about Colorizer at first, but reports: "After the first month of operation using Colorizer paints we found that we could easily discontinue our ready-mixed

colors in flats, semi-glosses and glosses, both in enamels and paints. As time went on throughout the entire painting season of 1949 we found that Colorizer was the backbone of our business. This year we are selling more Colorizer paint than we sold in all other paints combined last year and we are doing this on a paint inventory which is 60% less than our paint inventory last year."

L. M. Bonham, merchandising manager of the paint department, Schuneman's Department Store, St. Paul, Minn., says: "Operating a paint department in a department store is no snap. To begin with, space is limited and every square foot commands a high price. Secondly, we have a clientele of exacting tastes, the challenge of which cannot be met with an ordinary paint line. Thanks to Colorizer, we now carry our complete working stock of 11 finishes in 1,322 colors in two merchandising units which occupy a total of only approximately 30 square feet of floor space. The units themselves are a customer attraction and rate tops in our department in display value.

"We have yet to have a customer walk out on us because of our inability to match a submitted sample. One satisfied customer tells another, and that gives us the easiest prospects of all to sell: those who have been presold before they ever set foot in Schuneman's paint department. You can imagine, knowing our volume, that with the small amount of stock our turnover must be phenomenal. In a department store operation particularly, turnover and profits are practically the same word."

C. J. Neff, Neff's Paint & Glass, Anaheim, Calif., was immediately impressed with the rapid turnover and new store traffic after installing a stock of Colorizer. He says: "Between July 21 and October 31 last year we made more gross profit from Colorizer than we had spent on our opening stock. Since that time our Colorizer sales have steadily increased and we are currently selling more each month than our original stock order cost us. Another benefit we consider important is the fact that our Colorizer sales are being made largely to new customers who have never been in our store before."

Colorizer has made an aggressive and increasingly successful bid for business from the professional painter, especially by means of direct mail and demonstrations before painter trade conventions. Alert painters have been quick to recognize the time-saving and customer-pleasing aspects of the Colorizer system.

### New Sales Tool

Because many painters are reluctant to invest in the elaborate Colorizer Album, Colorizer associates are now offering a pocket-size "Painter Pack" of about 150 of the most popular colors. It is sold to the painter for less than \$3. This sales tool is expected to win more painters to the Colorizer line and open an important channel to new business, both commercial and residential.

"The future looks bright for Colorizer," says Mr. Clark. "No matter what color trend may capture the public's fancy, next year or 10 years from now, we'll have the answer. We are building a strong, loyal group of dealers on a permanent basis. Individually, we are well established in our own territories. Collectively, we enjoy added strength through national distribution, national advertising, and promotion. Best of all, we have an excellent product that was born just when we needed it and the public wanted it. As all of us in Colorizer like to say, 'There is nothing so powerful in this world as an idea whose time has come.'"



## COST AREA MAP



GEOGRAPHY OF AUTO COSTS: R. E. Runzheimer again analyzes salesmen's automobile costs by "cost areas", showing what it costs to operate a 1950 Chevrolet in each geographical unit shown here. See article for full explanation, and see facing page for figures.

## What Does It Cost to Operate A Salesman's Car Today?

BY R. E. RUNZHEIMER  
Runzheimer and Co.

An expert auto cost accountant answers this question in terms of 24 United States "cost areas," and in terms of one standard car: the 1950 Chevrolet. His figures will help you to look critically at your own automobile costs.

In the accompanying map and table we present newly revised Automobile Standard Allowances reflecting current cost and operating conditions by 24 United States cost areas, and based on the 1950 Chevrolet.

These allowances incorporate for the first time the results of our recently completed study on postwar

passenger car depreciation which had been carried on for more than 30 months.

The basic data on costs and operating conditions reflected in these allowances are, of course, the same as are reflected in the Runzheimer Plan of Automobile Standard Allowance which is now being used by

140 American and Canadian companies in controlling business mileage allowances for a total of approximately 10,000 drivers. However, for the sake of simplicity we report in this article allowances by only 24 cost areas comprising the entire United States. This means that the degree of accuracy is appreciably less than it is where allowances are established for each individual driver's specific territory. It is our estimate that in the majority of cases these cost area standard allowances will be approximately \$75 per car annually higher than accurately established individual territory standard allowances.

For the above reason we recommend that companies operating 15

## Automobile Standard Allowances on 1950 Chevrolets by 24 U. S. Cost Areas

Cost Area No.	Basing Point for fixed charges	(1)	(2)	(3)
		Total annual fixed costs	Fixed allowance per day	Total per mile allowance
1	San Francisco, Calif.	\$535.	\$1.47	3.1c
2	Butte, Mont.	475.	1.30	3.7
3	Sacramento, Calif.	510.	1.40	3.3
4	Tucson, Ariz.	473.	1.29	3.5
5	Las Vegas, N. M.	491.	1.34	3.6
6	El Paso, Tex.	441.	1.21	3.3
7	Omaha, Neb.	444.	1.22	3.5
8	Duluth, Minn.	478.	1.31	3.1
9	Joplin, Mo.	463.	1.27	3.0
10	Tulsa, Okla.	484.	1.33	3.1
11	Houston, Tex.	438.	1.20	2.9
12	Ft. Smith, Ark.	454.	1.24	3.4
13	Chicago, Ill.	469.	1.29	2.9
14	Birmingham, Ala.	454.	1.24	3.2
15	Syracuse, N. Y.	467.	1.28	2.9
16	Pittsburgh, Pa.	445.	1.22	3.1
17	Chattanooga, Tenn.	455.	1.25	3.5
18	Saratoga Springs, N. Y.	493.	1.35	3.1
19	New York, N. Y.	557.	1.53	2.8
20	Chelsea, Mass.	486.	1.33	2.8
21	Jersey City, N. J.	475.	1.30	2.7
22	Philadelphia, Pa.	471.	1.29	2.9
23	Charleston, S. C.	437.	1.20	3.0
24	Miami, Fla.	466.	1.28	3.0

or more privately owned cars regularly on business use an individual territory standard allowance plan. At \$75 per car the annual saving involved with fleets of 15 or more cars is sizable enough to justify fully this recommendation. However, companies operating fewer than 15 privately owned cars regularly will find these cost area allowances a big improvement over the usual flat or uniform allowance system. It is for this class of company that the information in the accompanying map and table is primarily intended.

### Comparison with 1948 SM article

Readers wishing to compare the allowance figures in the present article with those in the November 1, 1948, SM article ("How to Compute Salesmen's Auto Allowances in 42 Areas") in order to gain some idea of cost trends are cautioned to take into account this factor: The 1948 allowances reflected so-called Group B cars, including the low

price class cars up through and including Pontiac-6, Olds-6, Dodge, etc.; the present article, however, reports allowances specifically based on the 1950 Chevrolet. The 1948 article, however, suggests a very simple adjustment to the Chevrolet basis which should be made before direct comparison of the respective allowance figures for the various cost areas.

### Cost items included

The annual fixed costs reported under column 1 of the accompanying table include the current standard manual annual premiums on comprehensive insurance, \$5,000 property damage insurance, \$15-30M public liability insurance, state license fees, certificate of title fees, driver's fees, and depreciation. These fixed costs for each cost area have been established for the designated basing point city.

Fixed allowances per day reported under column 2 of the table are simply figures under column 1 divided by 365 and expressed to the nearest cent.

Total per mile allowances under column 3 of the table cover the operating cost items reimbursed for on business driving; namely, gasoline, oil, greasing, washing, service maintenance, and tires.

### Items subject to special reimbursement

There are some items properly subject to reimbursement on business mileage which are not included in the daily fixed and total per mile allowances reported in the table for the reason that we do not believe these items lend themselves defensibly to standardization. We recommend that these be reimbursed for as special amounts on the periodic expense accounts, as incurred and reported by the drivers. These items are local city license fees, local property taxes, daytime parking, overnight parking when away from home city, and bridge and ferry tolls.

### When over 18,000 miles annually are driven

The allowances established for depreciation as a part of annual fixed costs under column 1 of the table are adequate up to and including 18,000 miles of business travel annually. Above 18,000 annual miles of business travel, the standard depreciation allowance on the Chevrolet class car increases by approximately \$10 per thousand.

For example, a man driving 25,000 business miles in a 12-month period would be entitled to an additional depreciation adjustment at the end of that time on the mileage in excess of 18,000. This is 7 times \$10, or \$70.

### How to determine your allowance

You can readily find the correct allowance to apply to the particular salesman's territory in which you are interested by following these three steps:

1. Establish as a fixed allowance the amount shown under column 1 for the cost area including the salesman's home city.

2. Establish as a per mile allowance the pro-rated average of the allowances shown under column 3 for the cost areas in which business mileage is driven. The per mile allowance so determined is paid the driver in addition to the daily fixed allowance shown under column 2 on all reported business mileage for the expense account period.

3. At the end of 12 months operation, adjust depreciation allowances for all men delivering in excess of 18,000 business miles by use of the suggested adjustment factor of \$10

\* SALES MANAGEMENT'S Readers' Service has reprints; price 25c.



•This is it! Something brand new that you should include in your "select" premium planning. Actually, two toys combined in one swell package of fun. You must see "Hoppity" in action to appreciate its full play value and appeal.

No. 140  
Hoppity-Hop  
Package



Write  
Dept. C  
for samples  
and full  
details.

No. 112  
Hoppity-  
Hop Balloon

EAGLE RUBBER CO., INC. Ashland, Ohio

## 2 LEADERS IN FLORIDA

### St. Petersburg - and The TIMES

105,930 population for St. Petersburg's City Zone as of July 1. Corporate area UP 57% over 1940 . . . THAT IS REAL GROWTH!

The St. Petersburg TIMES also leads, (1) with MORE advertising lineage than any other Florida paper except one (that one ranked 5th in the U.S.); (2) with FULL and complete circulation to a readership that is responsive AND productive for advertisers.

ST. PETERSBURG - FLORIDA

Daily **TIMES** Sunday

Represented by

Theis & Simpson Co., Inc.

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CHART I

### TOTAL DEPRECIATION IN DOLLARS 1st 30 MONTHS OPERATION

--- Chev. '39 - Master - 4 dr-sd for period Oct. 1938 to April 1941  
— Chev. '48 - Stylemaster 4 dr-sd for period Jan. 1948 to July 1950

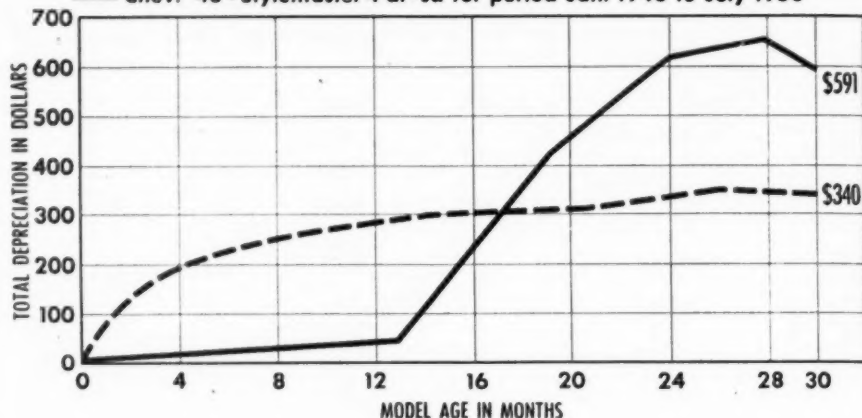
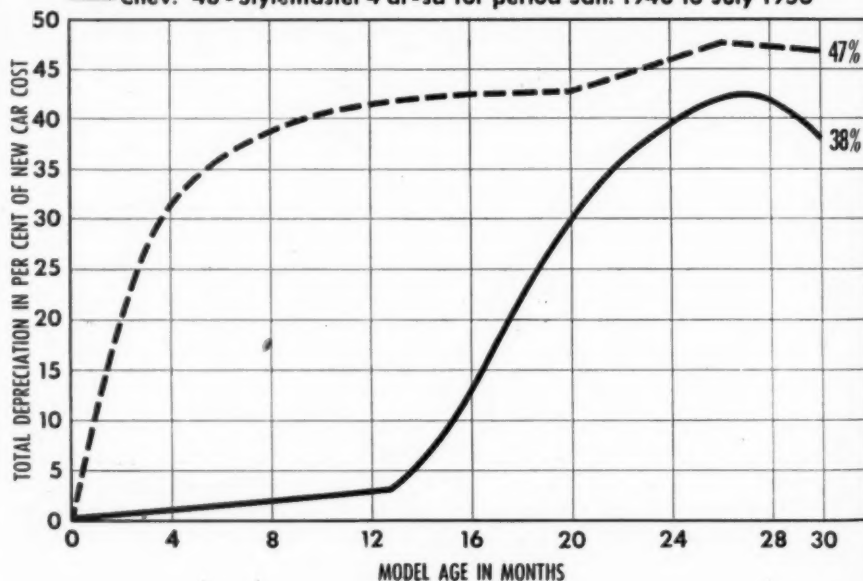


CHART II

### TOTAL DEPRECIATION IN PERCENTAGE OF NEW CAR COST 1st 30 MONTHS OPERATION

--- Chev. '39 - Master - 4 dr-sd for period Oct. 1938 to April 1941  
— Chev. '48 - Stylemaster 4 dr-sd for period Jan. 1948 to July 1950



per thousand. No adjustments of any kind are made on business mileages totaling less than 18,000 annually.

#### What has happened to depreciation since prewar

To find out what has happened to the depreciation pattern since prewar, we made a special comparison between a Chevrolet 1939 Master four-door sedan and a Chevrolet 1948 Stylemaster four-door sedan for 30-month periods.

The Chevrolet was chosen because

it is one of the best established and most stable cars in the used car market. The 30-month period was taken for the reason that allowances established under the Runzheimer Plan provide for trade-ins of cars in the Chevrolet class at the end of not more than 30 months operation, or 45,000 total business miles, whichever point is first reached. The valuation figures are those reported monthly by the National Automobile Dealers Association.

It was desired to avoid the so-called defense period in the prewar



era as much as possible and accordingly the 1939 model Chevrolet, first offered in October 1938, was selected for analysis.

Similarly, it was desired to record the postwar depreciation experience for as long a period as possible after the resumption of noticeable depreciation losses which began approximately in mid-1948 for cars in the low price class. Accordingly, the Chevrolet 1948 Stylemaster four-door sedan, first offered in January 1948, was chosen.

The main conclusions from this comparison of prewar and postwar depreciation are summarized by charts 1 and 2.

### What Chart 1 Shows

Chart 1 shows total depreciation in dollars. At the end of 30 months model life the 1948 Chevrolet had a total depreciation of approximately \$250 in excess of that of the 1939 Chevrolet. In other words, there was approximately a \$100 higher yearly depreciation cost on a 1948 Chevrolet than on a 1939 model.

Chart 2 records the total depreciation over the first 30 months of operation of these two models in terms of percentage of new car cost. Here the pattern is reversed and at the end of 30 months the 1939 model had incurred a depreciation loss representing 47% of its new car cost, whereas the 1948 model had incurred a total depreciation loss representing only 38% of its new car cost. This 9% difference over the 2½-year period is an average annual difference of approximately 3½% in favor of the 1948 model.

New car delivered prices as taken at Chicago are \$729 for the 1939 model, and \$1,546 for the 1948 model. These prices include all standard accessories used for the safe operation of the car, including the fifth wheel and tire, but do not include allowances for radio, extra or de luxe accessories, etc. The 1948 model price was accordingly about 110% higher than the price of the 1939 model. However, the first 30 months depreciation loss on the 1948 model, of \$591, was only approximately 75% higher than the depreciation loss on the 1939 model.

In conclusion, therefore, the 1948 model driver experienced \$100 higher yearly depreciation during the first 30 months operation of his car than did the 1939 model driver, but this nevertheless represented approximately a 3½% lower annual rate of depreciation in terms of new car cost than the depreciation rate on the 1939 model.

## Salesmen's Auto Costs Can Be Reduced!

For the answer read:

### "Automotive Transportation in Industry"

This comprehensive book by Samuel J. Lee provides all the facts needed to decide which is best for *your* company: *Salesman Ownership, Leasing or Company Ownership*. Each method of operation is discussed and analyzed, and the experiences of various companies are recorded. All types of automotive transportation for business purposes are covered with helpful information on costs, purchasing, management, control, records, safety, maintenance and replacement.

Get Your  
Copy Now



#### FLEET MANAGEMENT CORPORATION

141 West Jackson Boulevard, Chicago 4, Ill.

Gentlemen: Enclosed is our check for \$.....

for ..... copies of the book "Automotive Transportation in Industry," at \$5.00 per copy, \$4.00 per copy in lots of five or more. To be shipped prepaid to the address below.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

ELIMINATE MILEAGE ALLOWANCE PROBLEMS—

Pick your salesmen on merit...  
We'll supply the cars!

Mr. R. A. Moore, Sales Manager,  
Any Large Manufacturer,  
Anytown, U.S.A.

Dear Mr. Moore:

Here is a simple plan that lets you pick your salesmen the way you want to—without worry as to the car they have or costly financial arrangements for one.

Four Wheels Inc., national automobile leasing plan has, for 14 years, been supplying fleets of brand new automobiles to American business leaders at point of use.

Here are just a few of the advantages:

- ★ No Capital Investment
- ★ No Costly, Inequitable "Mileage" Payments
- ★ Increases Salesmen's Efficiency
- ★ Your Costs are Operating Costs ... tax deductible.

Plan available to any established company on yearly contract.

Yours very truly, *J. L. Frank*  
President

P.S. AVAILABLE IMMEDIATELY  
DELIVERED ANYWHERE

Operating in 48 states



Write for free Brochure TODAY!

**FOUR WHEELS, Inc.**

6150 N. WESTERN AVE, CHICAGO 54, ILL.

# Rubberset's Job Description for Salesmen

Have you set down, in black and white, a statement of just what you expect your salesmen to do? Rubberset Co., Newark, does it this way.

---

## SALES

### For immediate volume from customers, he must:

- 1 Make regular calls
- 2 Maintain "frequency of call" based on account desirability
- 3 Sell or resell entire Rubberset brush and roller line
- 4 Handle questions and objections
- 5 Check stock replacement needs
- 6 Get signed order
- 7 Interpret sales features and plus features of the products
- 8 Interpret sales possibilities in each market and trading area
- 9 Establish the value of Rubberset national advertising
- 10 Establish the value of Rubberset merchandising helps
- 11 Estimate customer's potential and requirements
- 12 Follow "progressive objectives" to develop accounts

### For immediate sales to prospects, he must:

- 1 Estimate prospect potential for products
- 2 Make selling presentation to prospect
- 3 Answer questions, overcome objections
- 4 Get signed order

### For future sales to desirable accounts, he must:

- 1 Keep accurate records of sales and stock on hand with each customer
- 2 Represent Rubberset and Jobber well to jobber's accounts
- 3 Attend and participate in Jobber, Painter, and Trade Association meetings
- 4 Arrange invitational showings of Rubberset line
- 5 Arrange or tie-in with promotion drives
- 6 Sell house as well as the products
- 7 Sell Rubberset products as "profit" items
- 8 Sell advantages of handling Rubberset brand
- 9 Build friends with customer personnel as well as owner or buyer
- 10 Build good public relations

---

## SERVICE

### To help jobber resale effort, he must:

- 1 Make calls with customer's salesmen regularly
- 2 Conduct sales meetings with customer's salesmen
- 3 Train jobber's personnel
  - 1 Floor salesmen
  - 2 Telephone salesmen
  - 3 Order fillers
- 4 Obtain aggressive resale effort
- 5 Obtain good stock position
- 6 Check and replenish promotional material supplies
  - 1 Advertising reprints
  - 2 Invoice stuffers, other mailings

Display materials

Catalog pages

- 7 Contact and sell use of Rubberset products to professional users regularly

### To help maintain quality standards, he must:

- 1 Make sure Rubberset products are kept under best storage conditions
- 2 Make sure jobber salesmen, dealers, dealer personnel and professional users know most effective application and care of Rubberset products
- 3 Investigate complaints, real or imaginary

---

## TERRITORY MANAGEMENT

### To handle the territory, he must:

- 1 Arrange routine for most effective coverage
- 2 Maintain "frequency of call" coverage according to account desirability
- 3 Balance time with each customer against potential
- 4 Keep samples and sales tools in excellent condition
- 5 Obtain and analyze reports on local conditions
- 6 Establish priority of jobs to be done

### To increase business, he must:

- 1 Analyze the potentials of the territory
- 2 Appraise quantity and quality of present coverage against potentials
- 3 Plan the steps for attaining the potentials
- 4 Establish a priority for carrying out these steps
- 5 Maintain territorial prospect list of desirable additional accounts, balanced as to types

### To assist in overall company operations, he must:

- 1 Keep Division Manager and Newark informed on
  - 1 Routing
  - 2 Complaints on quality or service
  - 3 New competitors in territory
  - 4 Unusual competitive selling tactics
  - 5 Withdrawals of competitors from territory
  - 6 New and effective sales methods
- 2 Obtain policy check on all "off standard" procedure
- 3 Obtain credit information on prospective accounts
- 4 Complete and forward sales reports daily
- 5 Forward orders on time
- 6 Forward expense reports on time
- 7 Maintain adequate supply of sales materials
  - 1 Order books, forms
  - 2 Promotional materials
  - 3 Samples
  - 4 Stationery
- 8 Read bulletins and other mail
- 9 Answer correspondence promptly
- 10 Cooperate with Division and Home Office requests

Are most of your prospects and customers today

cautious

choosy

deliberate buyers?

If so, it's values they're waiting for.

VALUES, not just low prices.

... and "Ditch-Digging" Advertising sells by helping buyers see those values.

"Ditch-Digging" Advertising is based on helping customers and prospects understand what a product can do for them, rather than on bludgeoning them with "sales arguments" or seducing them with "psychological nuances."

To do that in a way that will interest prospects and move them a step closer to a purchase, you must first find out for sure what viewpoints, prejudices, and confusions cloak your product in their minds...today;

... not yesterday, when they were being sweet to you in the hope of getting larger allocations and quicker deliveries ...

TODAY, when a clear-eyed, fresh, objective look at your customers and prospects stands a good chance of revealing either obstacles to the purchase of your product or sound new sales approaches.

Now you're set for the  
"Ditch-Digging" Advertising

Once you know where to aim and what

to say, you put your "ditch-digging" crew to work figuring out how to say what needs saying and how often to say it to improve the viewpoints and reduce the prejudices and confusions that stand in the way of sales.

THEN, the "ditch-diggers" work out with you the best kit of tools for your particular purpose--booklets, magazine advertising, direct mail, or whatever other mechanical means of imparting ideas and information fits your case.

The reason for all this is to saddle your advertising with as much of the telling in selling as it can carry, thus freeing your salesmen for the most productive use of their costly time ... closing sales.

This agency is equipped to work with any Sales Executive who wants to do a hard-selling job with dispatch and economy. We can get going fast - and with the least possible drain on your time. If you'd like to discuss how "Ditch-Digging" Advertising works to boost sales for any product that's worth its price, just let us know where and when.



**THE SCHUYLER HOPPER Co.**

12 East 41st Street, New York 17, N.Y. • LEXington 2-1790

"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY



## Toughest Sale I Remember



"The prospect was a master of the silent type. He wouldn't talk or even nod his head."

### The Case Of the Silent Dealer

BY JAMES E. DORNOFF

One of my salesmen had worked very hard to convert a large independently owned cut-rate service station over to our brand of gasoline, which incidentally retails for 1 cent a gallon above the premium product of major oil companies. The prospect was a master of the silent type.

The outlook for making this sale became even worse when the prospect's current supplier learned that we were dickering with his customer. Evidently he feared that we would be successful. To head off a switch, the supplier offered his customer new driveway approaches and other things worth approximately \$10,000. Naturally, there was a "hooker."

In a final effort to close the deal, the salesman and I made a call on this "toughie." I tried to get the dealer to tell me the latest counter offer from his supplier. He did, but in his abrupt way.

Just as soon as he had finished his explanation, I said, "I understand

that you came from a farm near Green Bay, Wis. Is that correct?" He replied, "Yes, that is." I continued: "Then I assume that you have worked very hard for every dollar that you ever earned." Now here is where I noticed his first spark. He practically exploded. "You're damn right I did."

With that statement I pulled out two crisp \$100 bills from my wallet and laid them on his desk and then said: "Would you give me \$90 each for each one of these \$100 bills?" His eyes just about popped and he continued to stare at the \$100 bills and then he finally said, "No, I wouldn't." I asked, "Why?" He said, "Well I don't know if they're good and besides I don't know you too well." I replied, "Okay. You said that you never got anything for nothing and I believe that's the reason you didn't snap up the \$100 bills for \$90 apiece because you knew that there was a "hooker" in it somewhere. Now doesn't that same condition apply to your present supplier?" The prospect

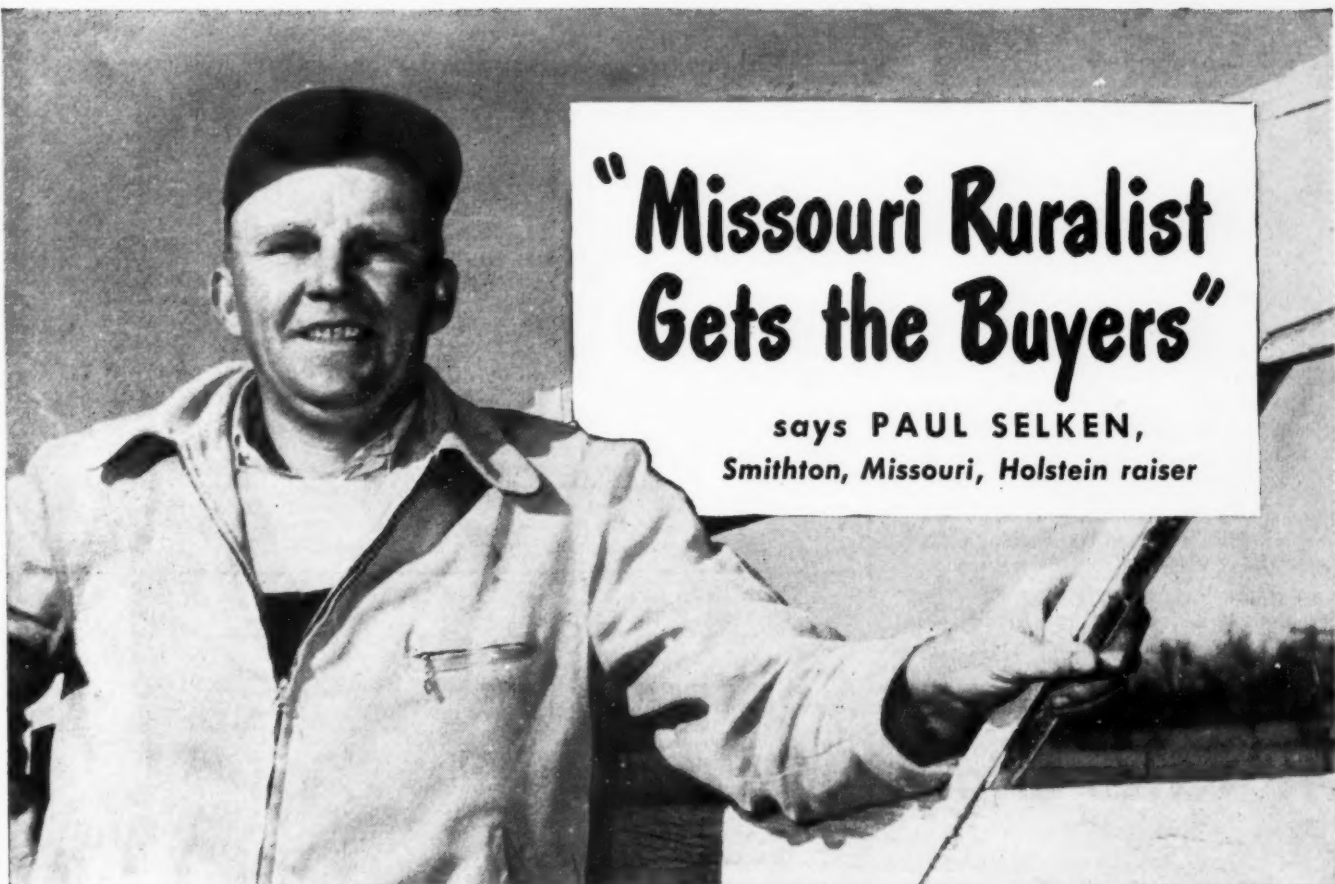
exclaimed, "That's right, and that makes sense."

"I countered, "All right, I'm going to give you a few facts and figures and I want you to take this information to your banker and let him advise you what to do. For example (I wrote this all down on a sheet of paper—pencil point selling) right now you are earning 4 cents a gallon margin, doing approximately 15,000 gallons per month, which is \$600 per month gross profit or \$7,200 annually. Now with our premium product your average profit for a gallon would be 6 cents and we have already proved to you through actual experience of other service stations converting to our product that your gallonage would increase and not decrease. But let's assume that your gallonage remains the same and if it does at 6 cents a gallon profit you will enjoy an additional gross profit of \$300 per month or \$3,600 a year without being obligated to sign any lease or agreement as a "hooker." With these figures—plus some others—the prospect saw his banker the following day. Within another 24 hours he had decided to switch to the Pate Oil Co.'s franchise.

James E. (Jim) Dornoff is sales manager, Automotive Division, Pate Oil Co., Milwaukee, and is past president of the Sales Managers' Association of Milwaukee.

# "Missouri Ruralist Gets the Buyers"

says **PAUL SELKEN**,  
Smithton, Missouri, Holstein raiser



Paul Selken says he thinks of the Missouri Ruralist first when he thinks of selling his herd of fine registered Holsteins. "The Ruralist gets the buyers to my farm," he says. His last ad brought 27 inquiries—and he expects to close several. Last year he sold 30 bulls from his Missouri Ruralist ads.

Selken started advertising with the Ruralist 12 years ago—and has an ad running constantly when he has stock available. It is the only "commercial" type paper he uses.

Results like this explain why Missouri Ruralist has the confidence of farmers and stockmen throughout Missouri. Put your dollars where they will do the most good . . . in Missouri Ruralist!

ONE OF  
490 SATISFIED  
**Missouri  
Ruralist**  
ADVERTISERS

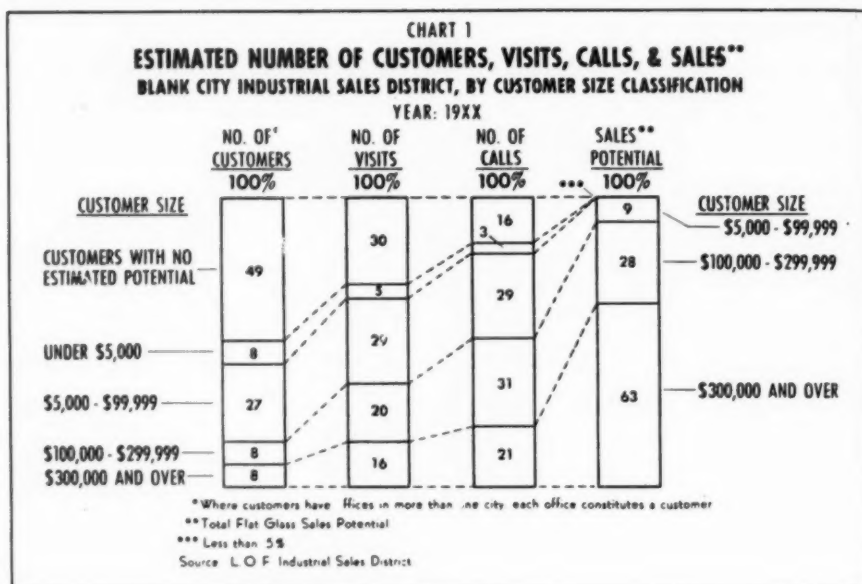
## Missouri Ruralist

Editorial Office, Fayette, Missouri Business Office, Topeka, Kansas



AUGUST 15, 1950

**CHART 1:** Object of this graphic analysis is to study the relation of the salesman's time-investment in calls to the potential among prospects in various size groups. One typical question suggested: Is the man giving too little time to the buyers in his "over \$300,000" group?



## Industrial Sales Control Plan Matches Effort to Potential

Seven simple forms are used in the Industrial Sales Department of Libbey-Owens-Ford to guide and record field sales effort, and to provide management with basic data needed to cut waste and inefficiency out of salesmen's selling time.

**Based on an interview with J. M. JOHNS**  
**General Manager, Industrial Sales, Libbey-Owens-Ford Glass Co.**

This is the story of a practical and simple plan for getting from the field, with a minimum of paper work, the facts needed by management to achieve more economical and purposeful management of sales manpower.

It is in use in the Industrial Sales Department of the Libbey-Owens-Ford Glass Co., Toledo. The philosophy behind it goes like this:

If management is to maintain control over the relationship between sales volume and cost-to-sell, it must have breakdown figures not only in lump sums, but in terms of individual markets and individual accounts.

If management is to make continuous progress toward such long-range objectives as better sales-cost ratios, progressive expansion in sales volume, and steady broadening of

markets, it must find practical ways to make more efficient use of salesmen's time.

And if management is to make more purposeful investment of salesmen's time, several operational principles are inescapable. There must be more system and plan to the personal call routine. There must be a factual and specific picture on potential. There must be some mechanism for continuous comparison of performance to plan, to spot strengths and weaknesses. Only then can we spend the dollars that go into direct field selling expense in the places where they may be expected to produce the biggest return at the lowest cost.

All of this comes down to the need for the right kinds of figures in the hands of the man responsible for sales.

While this may be acceptable rea-

soning, the practical difficulties of developing such management figures often seem insurmountable. If you sell to industrial markets, the problem is particularly knotty. The facts can be dug out, but the mechanism gets so cumbersome, the paper work so burdensome, and the red tape so involved, that someone is sure to question whether the company can afford such elaborate and expensive bookkeeping.

Libbey-Owens-Ford is one company that has found a rational method for field reporting which provides a whole sequence of analyses which answer three questions every sales executive must answer:

1. Where have we been—how did we do last year?
2. Where are we going?
3. What must we do to improve our efficiency batting average?

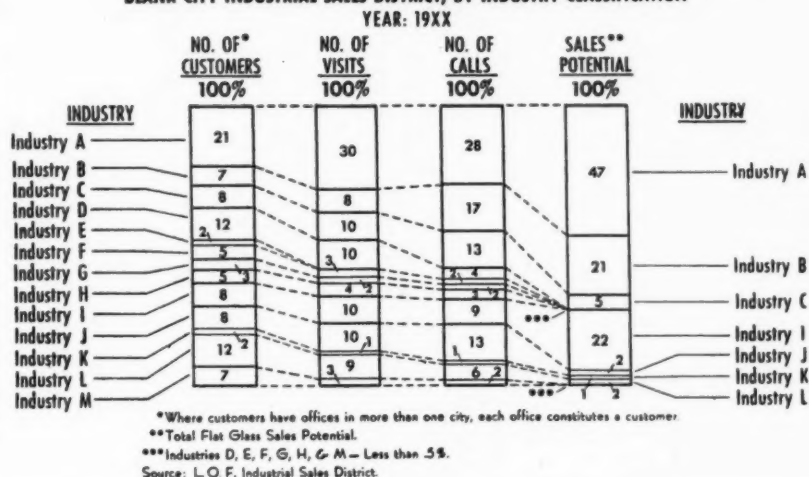
The plan works this way:

Shortly before the first of the year each district industrial manager for L-O-F makes up his own forecasts for the year. (Revisions within the year are permissible.) His estimates for each customer, and each established prospect, include total sales potential, the volume he expects to sell within the year, and the number of visits and calls he thinks must be made on the account within the year to achieve proper sales coverage.

(Continued on page 56)



CHART 2  
ESTIMATED NUMBER OF CUSTOMERS, VISITS, CALLS, & SALES\*\*  
BLANK CITY INDUSTRIAL SALES DISTRICT, BY INDUSTRY CLASSIFICATION



## Converting Report Data into Management Tools

At year's end Libbey-Owens-Ford consolidates the information on salesmen's call reports with estimates of sales potential, with sales volume figures, and with sales expense figures, to derive revealing pictures of performance in every territory.

The charts shown here demonstrate the technique and the principles involved. They're for a mythical sales territory, and all figures are mythical except those designating groupings of prospects by company-size. The situation depicted is, however, true to a condition which existed in one territory in one recent year.

CHART 3  
NUMBER OF CUSTOMERS, VISITS, CALLS, FIELD EXPENSE, & SALES  
BLANK CITY INDUSTRIAL SALES DISTRICT, BY CUSTOMER SIZE CLASSIFICATION

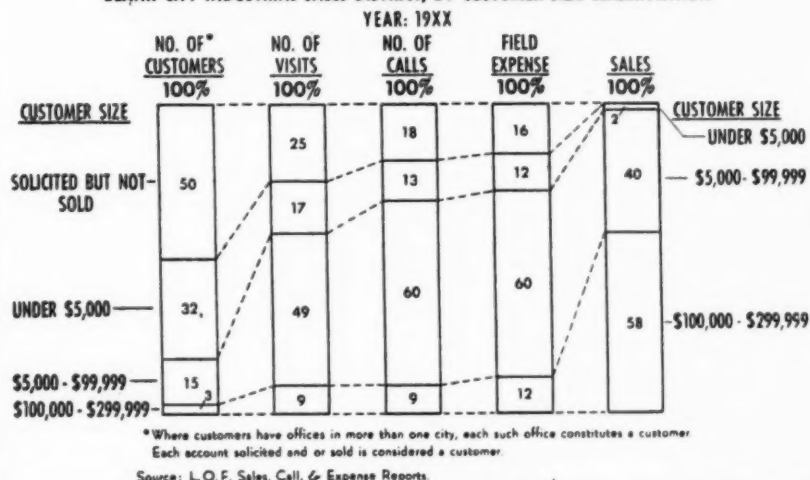


CHART II: Another significant picture emerges when call analysis is related to Libbey-Owens-Ford's markets by industry. For his time investment, the salesman has done very well in "Industry A", but he obviously has more spade work to do on "Industry L".

CHART III: Now we begin to see calls and field expense related to actual sales volume, again by customers in size-groups. This chart reveals the high degree of concentration of sales in a few customers.

CHART 4  
NUMBER OF CUSTOMERS, VISITS, CALLS, FIELD EXPENSE, & SALES  
BLANK CITY INDUSTRIAL SALES DISTRICT, BY INDUSTRY CLASSIFICATION

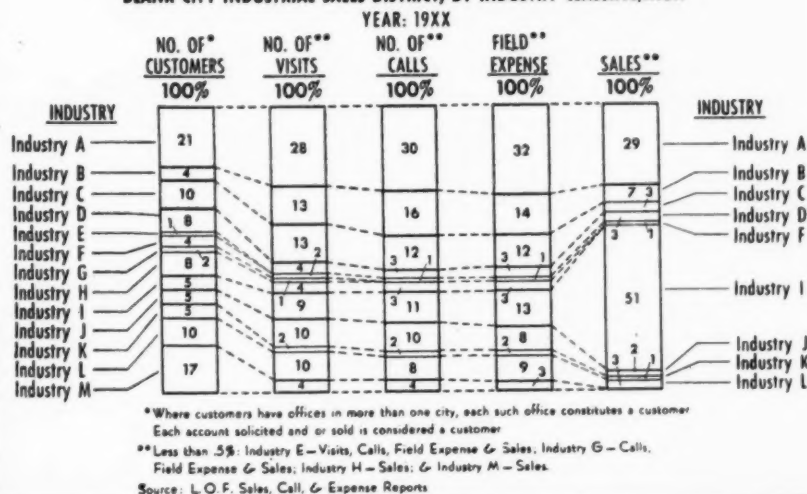


CHART IV: This by-industry analysis of calls, expenses and sales reveals the high degree of concentration, in this territory, of sales in a few industries: 87% of sales were made to 30% of the customers in three industries. Only 57% of the calls and 59% of the field expenses were made in this group.

Seven  
Basic Forms  
Do All  
the Work



SEE ARTICLE for full explanation.

(A matter of special terminology is involved here. For report purposes, whenever a salesman goes to see a customer-firm, that is listed as a "visit." Each department contacted during that visit is designated as a "call." Thus a "visit" to a manufacturer may involve, on the same day, five or more "calls" in which the salesman covered key individuals in styling, engineering, production, purchasing and inspection.)

Estimates of number of calls are of particular importance in a company like L-O-F because almost every individual order is influenced by more than one key man in a customer's organization — sometimes as many (in a very large company) as 20 different people.

So much for what the individual industrial salesman sets up as his "par."

Objective of the sales control routine is to record all significant details of actual performance, with a minimum amount of time invested in paper work. The tools are seven basic forms, reproduced on these pages.

The forms:

1. The Trade Report (Illustration A).
2. The Continuous Call Report (Illustration B).
3. The Weekly Call Report (Illustration C).
4. The Monthly Call Summary (Illustration D).

TRADE REPORT						CUSTOMER																																																																																					
INDUSTRIAL SALES DEPARTMENT						DIRECT <input type="checkbox"/> DISTRIBUTOR <input type="checkbox"/>																																																																																					
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2. TYPE OF ACCOUNT - AUTOMOTIVE <input type="checkbox"/> AVIATION <input type="checkbox"/> GOVERNMENT AGENCY <input type="checkbox"/> RAILROAD AND RAILROAD EQUIP. <input type="checkbox"/> LAMINATOR <input type="checkbox"/> OTHER <input type="checkbox"/> EXPLAIN _____																																																																																											
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OTHERS																																																																																											
5. WHEN IS THIS FIRM IN THE MARKET FOR GLASS? WEEKLY, MONTHLY, QUARTERLY, ETC. EXPLAIN _____																																																																																											
6. ON WHOM DO YOU CALL? LIST BELOW ALL COMPANY EXECUTIVES AND IMPORTANT DEPARTMENT HEADS SHOWING TITLE. CHECK THOSE SEEN REGULARLY, STATING FREQUENCY OF CALL AND INDICATE REASON BY SYMBOL: B—BUYS GLASS E—ENGINEER OR DESIGNER S—SPECIFIES GLASS USED I—INFLUENCES PURCHASE OF GLASS <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th style="text-align: center;">NAME</th> <th style="text-align: center;">TITLE</th> <th style="text-align: center;">SYMBOL B-E-S-I</th> <th style="text-align: center;">FREQUENCY OF CALL</th> </tr> </thead> <tbody> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> <tr><td> </td><td> </td><td> </td><td> </td></tr> </tbody> </table>								NAME	TITLE	SYMBOL B-E-S-I	FREQUENCY OF CALL																																																																																
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1.

5. Record of Complaints and Adjustments (Illustration E).

6. Salesman's Personal Expense Record (Illustration F).

7. Salesman's Itinerary (Illustration G).

Of all these forms, two merit some special comment. Number 1, The Trade Report, is the basic account record. It "sees all and knows all" about the customer or the prospective account. It classifies the account (Industry A, Industry B, Industry C—whatever), shows the names of all who influence purchases, records last year's sales of each type of L-O-F glass. It reveals the relationship of the account with one or more distributors, details the names of competitors who are getting part of the firm's business, includes answers to such leading questions as:

"Is this firm using as much glass as possible in its present products?" and "What new or re-designed product is this firm going to bring out, in which L-O-F glass might be used?"

Finally, it provides mailing list information. Page 2 is left blank for expanded notes on the various paragraphs, or special comment and opinion germane to a clear understanding of the company's problem on the account.

Number 2, the Continuous Call Report, is a somewhat unusual variation of the type of call report that is more or less standard. As its name suggests, it does not cover a single call . . . it is a running chronological report of the salesman's work with the account.

The salesman files each Continuous Call Report sheet only when it

# INDUSTRIAL SALES DEPARTMENT CONTINUOUS CALL REPORT

☐ FIRM NAME  
 STREET  
 CITY and STATE  
 PHONE No. INDUSTRIAL DISTRICT  
 TYPE OF ACCOUNT—  
 AUTOMOTIVE ☐ AVIATION ☐ GOVERNMENT AGENCY ☐ RAILROAD ☐  
 RAILROAD CASH ☐ OTHERS ☐ (Explain)

BUYS DIRECT ☐  
 BUYS FROM

## PRINCIPAL CONTACTS

NAME TITLE NAME

## L-O-F INDUSTRIAL SALES DEPARTMENT WEEKLY CALL REPORT

WEEK ENDING  
 INDUSTRIAL OFFICE  
 SALESMAN  
 DATE OFFICE TIME CUSTOMER OR PROSPECT VISITED LOCATION INDUSTRY CLASSIFICATION DEPARTMENT(S) CALLED ON

## MONTHLY CALL SUMMARY INDUSTRIAL SALES DEPARTMENT

FORM 123-1 REV. 3-48

MONTH OF 19 REPRESENTATIVE DISTRICT

CLASSIFICATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	TOTALS
INDUSTRY A																																
INDUSTRY B																																
INDUSTRY C																																
INDUSTRY D																																
INDUSTRY E																																
INDUSTRY F																																
INDUSTRY G																																
INDUSTRY H																																
INDUSTRY I																																
INDUSTRY J																																
INDUSTRY K																																
INDUSTRY L																																
INDUSTRY M																																
INDUSTRY N																																
INDUSTRY O																																
INDUSTRY																																

## RECORD OF COMPLAINTS AND ADJUSTMENTS

No 2505  
SERIAL NUMBER

FIRM NAME  
ADDRESS

1. NATURE OF COMPLAINT

## PERSONAL EXPENSES

WEEK ENDING SATURDAY 1943 NAME OFFICE INDUSTRIAL SALES DEPARTMENT

ITEM*	SUN	MON	TUES	WED	THURS	FRI	SAT	TOTALS
1. TRAVEL-FROM								
2. -TO								
3. MILEAGE-IF BY CAR								
4. AIR-BUS-R.R. FARE								
5. BIRTH OR SEAT FARE								
6. AUTO-OWN @ CENTS								
7. AUTO-RENT @ CENTS								
8. CARFARE & TAXI								
9. TELEPHONE & TELEGRAPH								
10. HOTEL								
11. OWN MEALS								
12. MISCELLANEOUS								
13.								
14. MEALS FOR OTHERS**								
15. ENTERTAINMENT**								

## ITINERARY

WEEK BEGINNING SUNDAY 1943 NAME INDUSTRIAL SALES DEPARTMENT

DAY	DATE	CITY	ADDRESS
SUNDAY			
MONDAY			
TUESDAY			
WEDNESDAY			
THURSDAY			
FRIDAY			
SATURDAY			

CORRECTIONS OR REVISIONS FOR OFFICE USE ONLY

SUNDAY			
MONDAY			
TUESDAY			
WEDNESDAY			

SEE TEXT FOR full explanation of these seven forms which are the basis of the L-O-F sales control plan.

1. Trade report.
2. Continuous call report.
3. Weekly call report.
4. Monthly call summary.
5. Record of complaints and adjustments.
6. Salesmen's personal expense record.
7. Salesman's itinerary.



## a NEW WAY to tell your story



### BUILD YOUR SALES PRESENTATION INTO A COLORFUL, ALL-PLASTIC BROCHURE

To add new sparkle, permanence and appeal to your sales presentation, here's the latest word in sales brochures. Your story is permanently and colorfully printed directly into durable plastic sheets in loose-leaf form. This creates a distinctive and lasting sales portfolio that's easy to keep spotless and will not "dog-ear". It's different--it's dynamic--worth looking into today.

Write for samples and complete details.

**The SILLCOCKS-MILLER Company**  
Pioneers in Plastic Fabrication since 1910  
15 W. Parker Ave., Maplewood, New Jersey

**We** publish two good newspapers  
... they are read by everybody  
in and around Louisville

**We** sell advertising space at  
reasonable rates.  
It produces sales.



### The Courier-Journal THE LOUISVILLE TIMES

Owners and operators of Station WHAS and Station WHAS-TV  
337,851 DAILY • 265,610 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

## The Sales Department Setup at Libbey-Owens-Ford

All sales functions at Libbey-Owens-Ford are consolidated under a vice-president in charge of sales. Shortly after the war operations were split into two departments: A Distributor Sales Department which sells primarily to those markets and outlets concerned with construction and mirrors . . . and an Industrial Sales Department which sells to the automotive and other transportation industries, appliance firms, glass processors, and other industries that incorporate glass into some type of mechanical product. (A high percentage of such industrial business is also placed with the distributor.) A general manager heads each of these divisions.

Regional managers form the next management echelon, and under them are district managers. In the industrial sales operation, however, there is a direct line from general manager to district managers for most practical operating purposes. The regional managers are more directly concerned with operations in the Distributor Sales Department. Some district managers work alone; others have one to four salesmen under their direction.

Aside from the general manager-district managers relationship, all other management relationships between the home office and the district offices are of a staff nature. In the home office are six product or use managers who are available on a consulting basis to all field men. They provide specialized technical knowledge on aircraft, window glass, specialty glass, patterned glass, Thermopane, and plate glass. Other staff services, such as advertising, design, press relations, sales technical service, and market analysis, are all woven into the fabric of staff assistance to the field offices.

has been filled. On big accounts this happens with a high degree of frequency—perhaps as often as once in two weeks. On accounts of less potential, it may take several months. By reference to the Continuous Call Reports, either the salesman himself or the management in the home office can obtain a complete picture of current status, can be fully prepared to undertake the next necessary steps on business development.

If there should be a change in district personnel, the record is, of course, invaluable.

The Numbers 3 and 4 consolidated Call Reports provide frequent opportunities for the industrial salesmen to measure performance against plan.

It is at year's end, however, at which time the actual figures are available for comparison with the

estimates, that the importance and significance of consolidated figures show up. By assembly of percentage-wise breakdowns, showing the number of customers, visits, calls and actual sales, both by customer size (The size classifications used were necessitated by certain peculiarities within the district.) and by industry classifications, patterns are developed which reveal the extent to which the salesman has been able to match his effort and time with the potential. (See Charts I, II, III, and IV.)

All of this work of assembly and analysis is done by the Distribution Research Department at the home office. A separate loose-leaf volume is compiled for every territory for the use of sales management. It includes in its contents:

Introduction: statement of objectives of the analysis.

Recommendations: based on the significance of the report content.

Findings in Brief: summary of estimates for the year . . . summary of actual performance for the year just completed.

Findings in Detail: tabular breakdowns of all figures . . . percentage-wise chart analysis.

Customer Record: (Because early analyses revealed the major importance of a relatively few customers, a separate customer record form was established for each large account. It provides space for a three-year record of number of visits, number of calls, and sales volume, all by months.)

Appendix: tabular analyses of various types to show distribution of field expense.

Four separate detailed tables are included here. They cover:

Analysis of the current year's sales estimates by industry classification and the individual customers within those industries.

Analysis of the current year's sales estimates by frequency of visits to cities and customers.

A breakdown of direct field selling expense for the calendar year just ended allocated to individual customers on the basis of selling effort. By customers grouped according to size.

A breakdown of direct field selling expense for the calendar year just ended allocated to individual customers on the basis of selling effort. By industry classification.

### Please Note

In the first two of these detailed tables two columns are of outstanding interest. They embody an idea which could well be adapted by companies in other lines, with the objective of impressing indelibly on the salesman the fact that he is making sales not just calls . . . that he has a "par" of accomplishment, established by himself, for each call (at least on the basis of the year's overall average).

These figures, shown for each individual account, are *Sales Potential Per Visit*, and *Sales Potential Per Call*. To take two individual and random examples: On an "Industry A" account which has a sales potential of \$300,000 a year, the Sales Potential Per Visit (based on 12 visits and 24 calls per year) is \$25,000. The Sales Potential Per Call is \$12,500. On an "Industry L" account set up for 24 visits and 144 calls per year (Note the significance of the 144 figure . . . it means a big group selling job is required in this firm.) with a potential of \$25,

000 a year, Sales Potential Per Visit is \$1,042; Sales Potential Per Call is \$1.74.

One other interesting exhibit is included in each territory analysis book: It's a blown-up map of the territory with a double color-key to spot the location of customers and indicate the required frequency of coverage for each city so spotted. In a city keyed with a red star, for example, there are four customers. A blue heart in the middle of the red star indicates that this city should be visited at least once every eight weeks.

With the material in the territory analysis volume, management can sit down with any individual salesman and in a relatively short time can reveal clearly his sources of strength and weakness. All the evidence is there—based on the man's own reports.

### Typical Figures

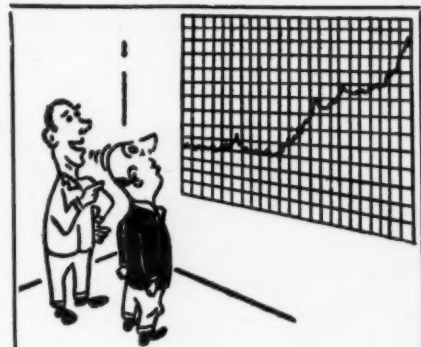
Let's see how this might work if we were to examine the four consolidated charts mentioned earlier. Except for the figures used to indicate classifications of customers by size, the figures plotted on these charts are mythical, but they are in no sense exaggerated. They represent a true pattern.

These charts, it should be emphasized in passing, do not provide any final and categorical answers, but, rather, serve as one of the bases for informed management judgment. In Chart I, for example, we see that the salesman made 30% of his visits and 16% of his calls on customers with no estimated potential. These are companies that, for one reason or another, are logical purchasers of L-O-F products, but as yet have no estimated sales potential. This is the group from which the salesman must replace any accounts that are lost. This is the group that must provide an expanding market in terms of numbers of customers.

It might well be debatable, in the light of all available facts, whether this salesman is spending too much, or too little, time with this group. This is something that must rest on management judgment.

On the same chart, we see that this same salesman has invested 16% of his visits and 21% of his calls on the group of customers whose potential is \$300,000 a year and over, whereas 63% of his total potential is concentrated in these accounts. Here management might suggest that this group of buyers merits more attention than it has been getting.

When we look at Chart II, which breaks down the salesman's prospects



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Actual audited research has proven, and America's leading merchandisers have learned from experience, that Artkraft\* Dealer Signs make national advertising five times as effective

because

more than five times as many know where to buy the advertised product.

#### IN TERMS OF ACTUAL SALES

actual audited research again proves that Artkraft\* Dealer Signs increased sales 14.6%.

Remember, what Artkraft\* Dealer Signs have done for others, they can do for you.



**Artkraft\***

**SIGN COMPANY**

Division of Artkraft\* Mfg. Corp.  
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A QUARTER CENTURY

1137 E. Kibby St. Lima, Ohio  
\*Trademark Reg. U.S. Pat. Off.

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to Your  
POST CARD MAILINGS!  
-Send**



- 27 Eye-Catching Color Designs  
• ready for you to imprint with your sales message by any process • typewriters, stencil, multigraph, mimeograph, letterpress, lithograph, etc.

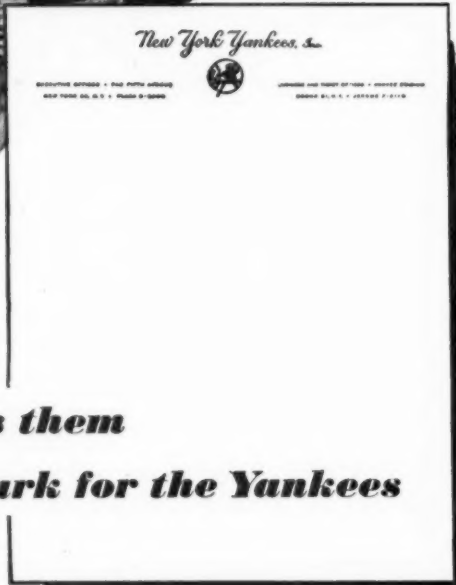
- Cost Approx. 1/2 c per Card  
Attention-getting as mailing cards, business reply cards, etc. Mail first class for only 1c. Send now for prices and 27 FREE SAMPLES showing the color designs!

**Mail Coupon Now!**

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Sure! I want to add punch to my post card mailings. Send the free samples.	
Name.....	
Firm Name.....	
Address.....	
City.....	Zone.....State.....



"The house that Ruth built," the Yankee Stadium, has been the setting for 14 World Series, 12 of which have been won by the Yankees.



## Strathmore bats them out of the park for the Yankees

People with the championship habit of mind, like the New York Yankees, naturally turn to leaders to represent every phase of their business...choose Strathmore's expressive letterhead paper for their correspondence.

Letterheads are an important detail to any organization that wishes to be recognized as a leader in its field. They often give a prospect his first insight into the quality and character of your firm. The design, the feel of the paper itself, all contribute to the response the recipient makes to your message.

Have you reviewed your letterhead lately? Does it do full justice to your firm *today*? Why not have your letterhead supplier submit new designs on Strathmore Paper? You'll find that your message, too, can carry a picture of an alert, progressive company.

Strathmore Letterhead Papers: Strathmore Parchment, Strathmore Script, Thistlemark Bond, Alexandra Brilliant, Bay Path Bond, Strathmore Writing, Strathmore Bond. Envelopes to match converted by the Old Colony Envelope Company, Westfield, Mass.

# STRATHMORE MAKERS OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

and customers by industry groups, we see some other significant discrepancies between the salesman's distribution of visits and calls as related to total estimated sales potential.

In Chart III, there is an opportunity to study the relation of actual visits, calls, and direct field selling expense not to total potential, but to actual sales. Note that in this case the salesman has apparently been over-spending sales effort on the customer-group whose sales potential runs from \$5,000 to \$99,999 a year.

In Chart IV, the biggest discrepancy between time and effort investment and actual sales, as revealed by industry breakdown, is in the "Industry I" group, where an exceptional selling job has been done. The reverse of the pattern exists in the "Industry J" group, where the man achieved only 2% of his total sales volume, but invested 10% of his visits, 10% of his calls, and 8% of his field expense.

### Essential Facts

Obviously, when management is provided with basic plan and performance data of these types, management is no longer "flying blind," but has the facts needed to make intelligent decisions.

A sidelight: Suppose a man's estimates show—as they did in one recent instance—that based upon his actual performance for the previous year, adequate coverage of his assigned accounts in a given district requires 55 weeks of working time exclusive of office time. The normal work-year is 48 weeks. What to do?

If total potential seemed to justify it, a man might be added to the territory. In this case, the potential did not. So the suggestion was made that this salesman in question make every effort to reduce the time spent in office activity.

The question might be raised, "Does this kind of system tend to regiment the field men?"

The answer is an emphatic "no!" The effect, in fact, is just the opposite. It helps to develop the men as managers of their own territories. L-O-F wants to give its men every incentive to develop themselves as effective individuals and businessmen.

This picture of the sales control operation at L-O-F would not be complete without the added explanation that salesmen for the company work under a salary and bonus plan. The bonus plan is based on a merit-rating system the objective of which is to provide a money-incentive for the development of well-rounded performance. For a detailed story of



this plan, see "Bonus Tied to Merit-Rating Adds Incentive to Industrial Pay Plan," SALES MANAGEMENT, July 15, 1950.

Direct cost of maintenance of L-O-F's control system, as related to its importance to management, and to total sales volume, is small indeed. Maintenance of records requires the time of one analyst and one secretary at a cost of roughly \$6,500 a year.

Says General Manager Johns: "Rapidly changing markets and changing uses of products by industrial concerns make it difficult to establish controls. The methods we have adopted appear to supply us with a system of controls that is flexible, at the same time giving the men in the field and the home office an opportunity to constructively analyze and direct the work done."

"There are weaknesses in these methods which are accepted in preference to other alternates. Time will probably require changes. However, we believe the chief merits, in addition to the use of the information obtained, are the cooperative attitude of the field salesmen, their interest, and the benefits derived from a system that helps them manage their own territories."

"It is not enough that you sell a good product for a good company, and make a good living. Your profession, your continuous security, and your participation in contemporary life throw upon you a responsibility to sell freedom and all it implies: to sell freedom not through flag-waving, epithets, statistics and exhortation, but by example, in the way you live your lives and conduct your business, and by quietly using your gifts of persuasion in the right way at the right time."

**Walter H. Wheeler, Jr.**  
President, Pitney-Bowes, Inc.,  
before the annual convention of the firm's Sales Leadership Club, an honorary organization for star salesmen.

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Daytime Share of Audience Hooper—1949-1950	46.3	40.1
Rate: Daytime Quarter-Hour	\$35.00	\$50.00
Rate: Daytime One Minute	\$ 8.50	\$13.50

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Affiliated  
with  
NBC



Represented  
by  
HEADLEY-  
REED CO.



Remember those World War II identity cards? Preco, Inc. produced the hydraulic press that made them. Then came peace, but the product survived.

## One-Use Press Finds Wider Markets

All because a peacetime market was found for a World War II machinery baby, it will be easier this time for manufacturers to comply with the red tape of plant security regulations—the proper identification of visitors—than it was 10 years ago.

Soon to be revived in many plants are the "ID" cards carried by visitors to war plants and by people in military services. Millions of these identification cards were made into a sandwich consisting of two plastic plates covering the identity material in a way to withstand hard usage and to prevent tampering.

To make this sandwich, a small portable press was required. The plastic was fabricated by means of accurately controlled heat and hydraulic pressure. The design of a bench press which could be pumped by hand up to 40,000 pounds pressure was an engineering "toughie." Preco, Inc., Los Angeles, did it to Uncle Sam's satisfaction and thousands of manufacturers eagerly *bought* them. There was no sales problem in War II. Customers had to have them.

Preco believed that the press, like the red tape that brought about its birth, would disappear in 1945. Management told the sales department, "If you can't find markets for this war baby, put it into dead storage." Preco's customers, however, taught the company a lesson in market development.

### The Reason Why

At about the time that Preco, primarily a manufacturer of refrigeration devices for railroad cars and earth-moving equipment, had decided to lay up its war baby, a few letters began to trickle in from wartime buyers. They sought to buy additional presses. Preco was quick to ask why.

Users told Preco that they had begun to laminate peacetime records with the little hydraulic press: credit cards issued by oil companies, identification cards for taxis, seat reservation markers for trains and planes, "Do Not Disturb" signs in hotel rooms, press credentials, and membership cards of all kinds. Industrial uses were cited, too. It was being

used to test samples taken from production lines, for briquetting powdered metals, for crushing, breaking and shearing tests, and a host of uses unsuspected when the press was designed.

With a growing civilian market so clearly indicated, Preco revamped its method of distribution. A dozen distributors were taken on and they in turn added about 100 dealers.

Promotion for Preco's press is modest but effective. A direct mail card asks "Do you need heat pressure?" Copy goes on to describe the press. The attached return card is addressed to the local distributor, but postage is not prepaid. This card offers a four-page, letter-size descriptive folder giving further details, suggested applications, and a list of users.

Today, the Preco hydraulic press is found in factories, offices, laboratories, colleges and government departments.

A World War II industrial baby is ready to go to war again, if necessary, all because its users found peacetime markets for the producer.

# BUSINESS IS BRIGHTER in NEW BEDFORD

The whale passed on when the electric light came in. So now New Bedford earns its living from a diversity of modern, thriving industries. And it's a better living, well above the average, and growing better still.

## SALES PER FAMILY

RETAIL	1945.....	\$2,025
	1949.....	\$3,044
FOOD	1945.....	\$658
	1949.....	\$856
GENERAL	1945.....	\$268
	1949.....	\$292



A WHALE OF A MARKET!

## ONE PAPER COVERAGE

both Daily and Sunday  
City Zone Coverage over 99%  
Entire Market Coverage over 91%

Big 4<sup>th</sup> MARKET  
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WATFISK



FOOD



YEAR

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# The Standard-Times

NEW BEDFORD, MASS.

Represented nationally by Gilman, Nicoll & Ruthman  
New York, Boston, Chicago, Philadelphia, San Francisco, Los Angeles  
"The Nation's Best Read Newspaper"



# How Dow Chemical Decides "He'll Make A Good Salesman"

The interview is over and the prospective employer turns to an associate and declares, "I like that guy. I think he'll make a salesman." On what basis has he made up his mind?

To guide its executives in "sizing up" prospective salesmen, Dow Chemical Co., Midland, Mich., has prepared a reaction chart. It's used to screen applicants for sales

jobs in the heavy chemical, magnesium and plastics divisions of this two hundred million dollar concern.

The interviewer scores each applicant 1 to 5 on seven points dealing with the sales hopeful's feeling for sales work. (Before the applicant gets as far as interviews with Dow's top sales chiefs he's known to have the required education necessary to qualify for a sales job.

## Sales Applicant's Rating Form

NAME ..... ADDRESS ..... PHONE .....

	1	2	3	4	5
A. Facial Reactions	Sober, cold, hard	Conservative or timid.	Average	Kindly, friendly, pleasant	Excellent, alert, sparkling, causes one to look twice
B. Dress Appearance	Lacking in taste and ability to wear clothes in satisfactory manner.	Average	Very satisfactory		
C. Social ease (Movement)	Stiff or clumsy	Average	Natural and easy	Quickly sees and senses and gives extra courtesies in relation to others.	
D. Conversation	With caution and difficulty	Average	Good	Very good conversationalist.	
E. Applicant's Reasons for Wanting Sales	Based on hunch supported by very little reason or—reasons for most part related to advice of others.	Indication of good logic and reason why he would be successful in sales. Interviewer feels he would be successful.	Well thought out reasons over fair period of time and definite movement toward sales, suitable study courses, but no actual proof.	Shown ability in work experiences and leadership which should prove applicable to sales work, definite desire to be a salesman.	Has considerable sales experience and proven ability in sales.
F. Interviewer's Reaction	Interview dull and required little effort.	Average interview	Time seemed short, interview a pleasure	Would you enjoy a further visit and social dinner engagement with applicant just on the basis of having free time?	
G. Degree of determination or aggressiveness shown or judged	Neutral	Average	Good	Excellent	

REMARKS ..... RATED BY ..... TOTAL RATING .....

LENGTH OF INTERVIEW ..... DATE .....

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*Paul B. Eaton*

PAUL B. EATON

*Advertising Manager, H. P. Hood & Sons*



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WALKER & COMPANY • WHITMIER & FERRIS CO., INC. • ROCHESTER POSTER ADVERTISING CO., INC.  
E. A. ECKERT ADVERTISING CO. • PORTER POSTER SERVICE • SLAYTON & CO. • THE HARRY H. PACKER CO.  
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you'll discover new economy and dependability. Finally, in comparing reproduction with that of any other paper, at any price, you'll agree there's a striking new difference in the quality of printing achieved—with less waste—on new Levelcoat.

So regardless of your paper requirements—for long runs or short runs, for advertising pieces, magazines or house organs—look to Levelcoat for printability at its best.

## Before choosing any printing paper — Look at Levelcoat

**New HIFECT\***—with sulphate-cooked fibers added, permanence, foldability, dimensional stability make Hifect ideal for covers or any fine letterpress printing.

**New LITHOFACT\***—for finest offset printing. Provides a moisture-and-pick-resistant coating. Offers outstanding foldability. Renders colors without loss of density.

**New TRUFECT\***—whiter, smoother, folds even better than before. Trufect, for letterpress, offers faster ink setting time, greater press dependability, finer reproduction.

**New MULTIFECT\***—an economy sheet for volume printing. Now Multifect has added strength, better foldability, greater uniformity ream-on-ream than ever before.



**In the mood for exercise?** Try feeding 60 tons of wood into slasher saws each day. It's the first step in transforming specially selected trees into Levelcoat paper. And when you try this cleaner, brighter Levelcoat, watch it effect bristling colors, incisive blacks—and see how it runs through the press like a scared rabbit!



**Sliver “taker-outer.”** Through a series of screens, coarse fibers and slivers are removed from the diluted paper stock. Coating clay, too, must be free of all foreign matter—must be of face powder texture to produce a glistening, glass-smooth printing surface. And that's *assured* in Levelcoat—to boost printing quality sky-high!



**Imagine paper getting a diploma!** It's happening here to finished rolls of Levelcoat. Their “diplomas”, in the form of shipment markings, mean they've passed all 79 tests in the quality control system. This exclusive project assures you of the press performance and reproduction you pay for in *higher-priced paper!*

## KIMBERLY-CLARK

CORPORATION

NEENAH, WISCONSIN



\*TRADEMARK



# MARKETING PICTOGRAPHS

Planned by Philip Salisbury, Editor, and designed by The Chartmakers, Inc.

(The four Pictograph pages in this issue are devoted to highlights of the 1948 Census of Business)

## WHERE THE MONEY WENT

Expenditures during 1948 in retail stores, service establishments, hotels and amusements averaged \$970 per person.



PICTOGRAPH BY

*Sales* MANAGEMENT

B-15-50

# How to make depositors out of Clevelanders



OVER A YEAR AGO, Central National Bank of Cleveland assigned television to the task of converting Clevelanders into depositors. The vice-president-in-charge-of-winning-new-customers-and-enhancing-prestige put his finger on a five-minute WNBK show five times weekly to open the vault of potential depositors.

Just as good banks pay good dividends, the VP in charge of WNCBP found that television, too, returns rich profits for an investment. Central National Bank "found public acceptance and sales acceptance and sales benefits so highly satisfactory as to warrant expansion of the program to *ten minutes daily*." And, the VP added, "WNBK does an outstanding job of bringing the services of the bank . . . directly into the home."

You may not want to make depositors out of Clevelanders, but if you want to make *buyers* out of Clevelanders, you may profit by the experience of the Central National Bank of Cleveland. Make your customer-winning investment in Cleveland on WNBK, the television station where investment experts have just doubled their investment.

WNBK . . . . .	Cleveland
WNBK . . . . .	New York
WNBK . . . . .	Chicago
WPTZ . . . . .	Philadelphia
KNBH . . . . .	Hollywood
WBZ-TV . . . . .	Boston
WNBW . . . . .	Washington
WRGB . . . . .	Schenectady-Albany-Troy

All these major market television stations are represented by:

**NBC SPOT SALES**

NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • HOLLYWOOD  
SALES MANAGEMENT

# Sales increased most in these big CITIES

In relatively few cities of more than 250,000 population did retail sales increase as much as the national average of 210%. These are the 15 leading in gains.



## The SUBURBS showed the biggest gains

In the Metropolitan County Areas having central cities of 250,000 or more, sales gains were 192%—less than the national average of 210%. Sales gains within the cities averaged 181%, in the balance of the areas (suburbs and rural), 229%. Suburban gains were greatest around these 15 cities.



PICTOGRAPH BY  
*Sales* MANAGEMENT

8-15-50



# YOU CAN'T BEAT LOCAL OUTLETS IN PACIFIC COAST NETWORK RADIO, EITHER!



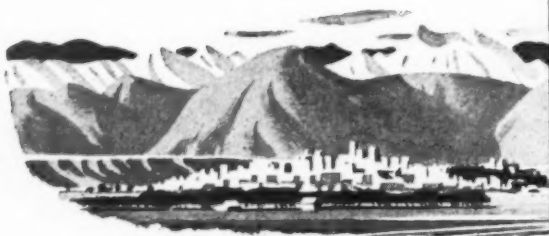
THE VALUE OF LOCAL OUTLETS is well known by national distributors. Even though they manufacture in a few key spots, they *sell* through *local* outlets.

On the Pacific Coast, the best, most economical selling results are obtained the same way—by local network radio outlets. The Pacific Coast's 14½ million people are located in markets widely separated by high mountain ranges and great distances. These markets represent \$21,154,281,000 of the United States total buying power.

To offer advertisers all the advantages of local selling and local influence, Don Lee has designed a network to fit the different Pacific Coast selling picture—with local network stations in each of 45 important Pacific Coast markets.

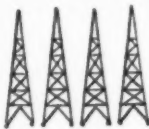
This is important in selling, and it's an exclusive Don Lee Network selling advantage. Other exclusive Don Lee selling advantages are flexibility and economy. You buy coverage to fit your distribution pattern.

LEWIS ALLEN WEISS, *Chairman of the Board* • WILLET H. BROWN, *President* • WARD D. INGRIM, *Vice-President in Charge of Sales*  
1313 NORTH VINE STREET, HOLLYWOOD 28, CALIFORNIA • Represented Nationally by JOHN BLAIR & COMPANY



## Of 45 Major Pacific Coast Cities

**ONLY 10**  
have stations  
of all 4  
networks



**3**  
have Don Lee  
and 2 other  
network stations

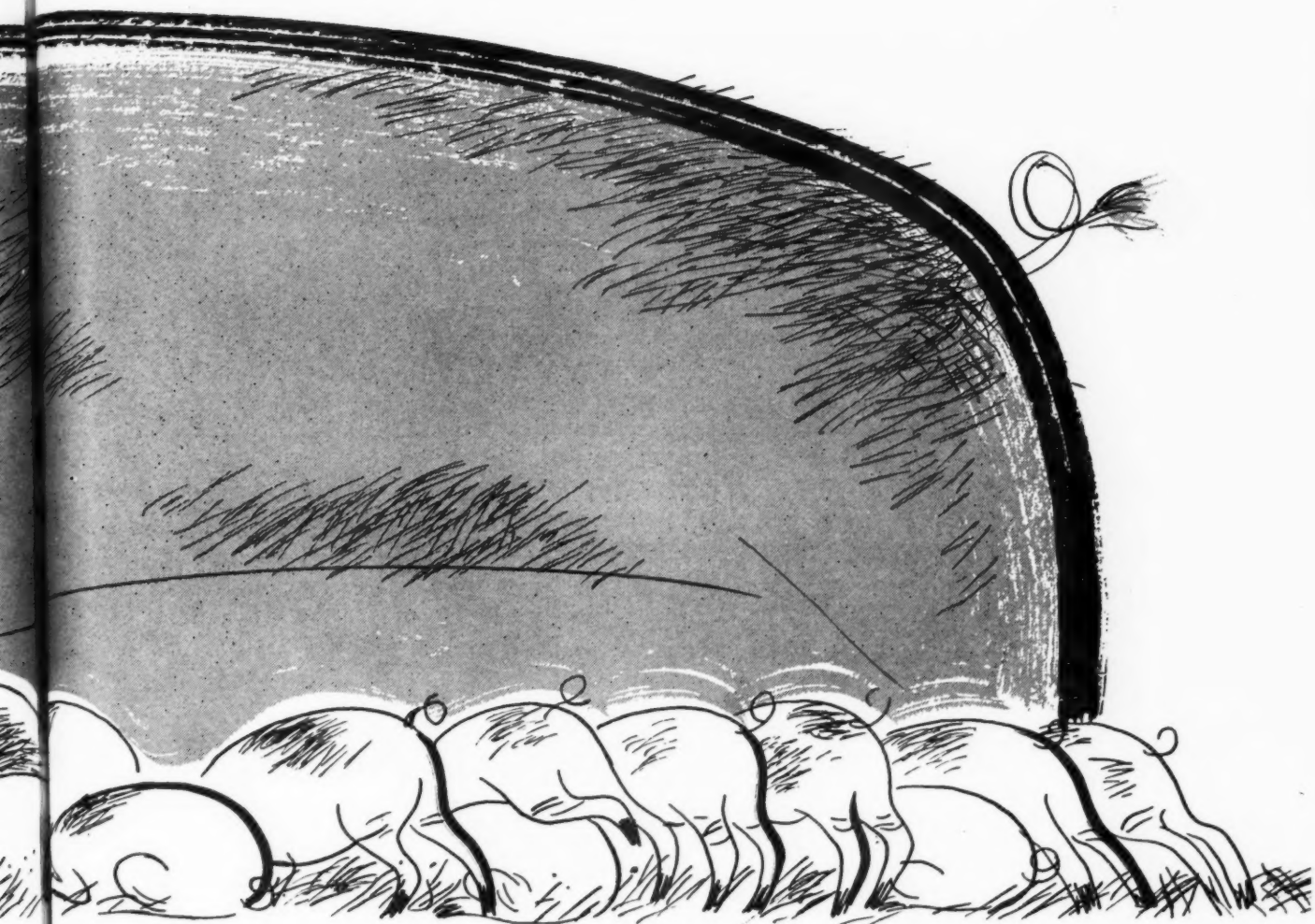


**8**  
have Don Lee  
and 1 other  
network station



**24**  
have Don Lee  
and NO other  
network station





No waste. You buy only what you need.

No sir, you can't beat local outlets, as has been proven in selling since selling began. And you can't beat Don Lee's local network outlets for selling the widely separated markets on the Pacific Coast, as has been proven by the fact that more regionally sponsored programs are carried by Don Lee consistently than by the other three networks combined.

#### **Don Lee Stations on Parade: KNEW—SPOKANE, WASHINGTON**

According to Sales Management's 1950 Survey of Buying Power, Spokane County has a population of 224,000 and retail sales totaling \$247,189,000. The per capita buying power of Spokane County is 20% greater than the national average while the City of Spokane beats the national average by 31%. When you buy Don Lee in Spokane you get the 5000 watts of KNEW on 790 kc. which will deliver your sales messages with localized impact throughout this wealthy eastern Washington area—one of the 45 LOCAL Don Lee stations used to reach Pacific Coast families where they live—where they spend their money!

### *The Nation's Greatest Regional Network*



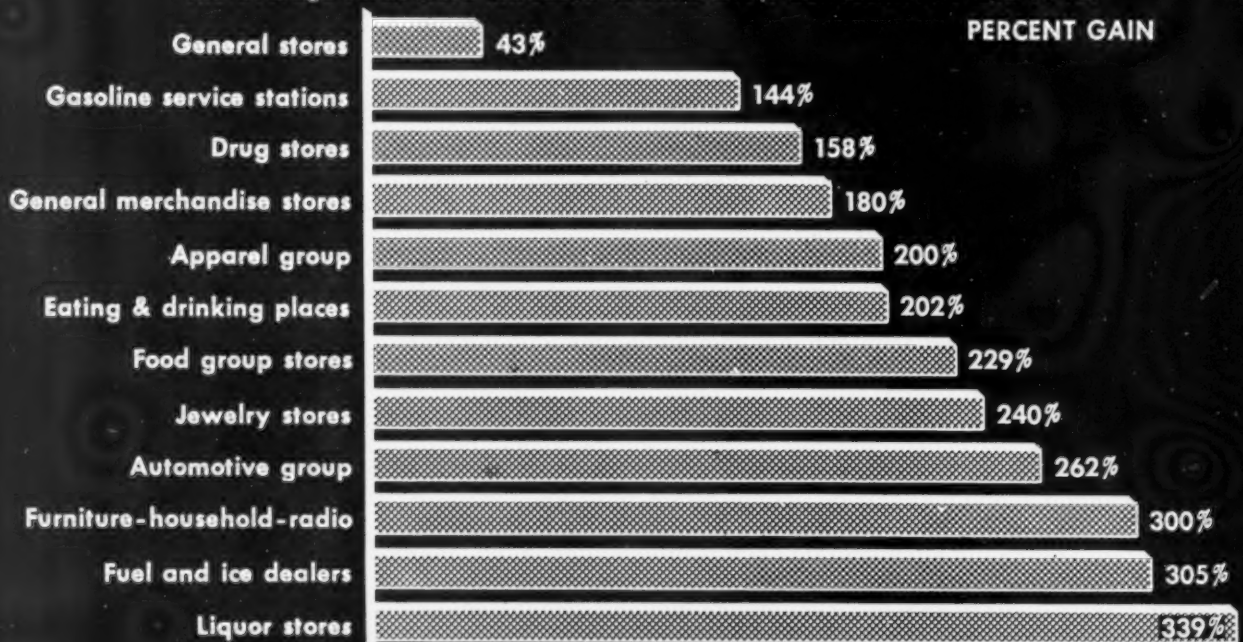
# SALES PER CAPITA HIGHEST ON COAST

Per capita purchases in retail stores were \$893.



# LIQUOR STORES REGISTER BIGGEST GAIN

The average retail store increased its sales 210% between 1939 and 1948.

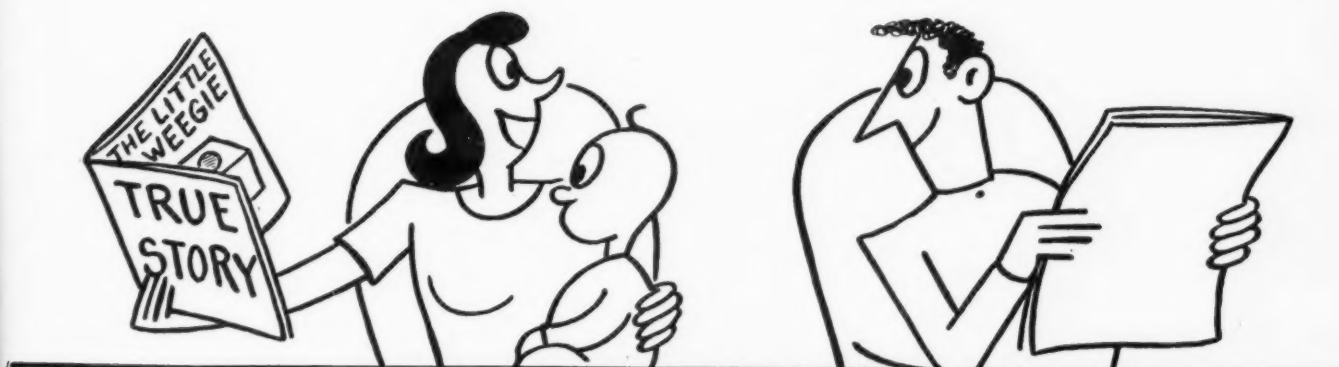


PICTOGRAPH BY  
*Sales* MANAGEMENT  
8-15-50





THE MONEY PAID OUT IN PAYROLLS



COMES BACK FAST WHEN YOU SELL TO



THE BIG-EARNING, FAST-SPENDING WAGE-EARNER MARKET

THROUGH

# TRUE STORY Women's Group

TURN YOUR PAYROLL DOLLARS INTO HOMING PIGEONS

No other road to America's big-earning, fast-spending WAGE-EARNER Market offers you these advantages:

1. You reach 8,575,000 women . . . young shoppers for nearly 30% of all wage-earner families.
2. You reach 7,800,000 families—29.5% of all wage-earner families in urban America.
3. You reach an annual income of nearly \$30 billion.
4. You reach this market at rock-bottom cost—as little as \$1.22 per page per thousand.

SELL THE FAST-SPENDING WAGE-EARNER MARKET AT ROCK-BOTTOM COST!

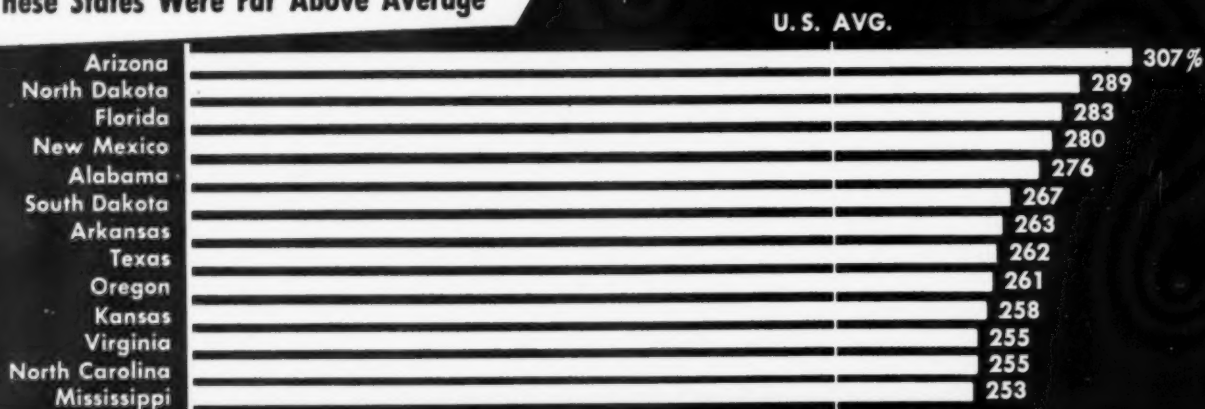
AUGUST 15, 1950

71

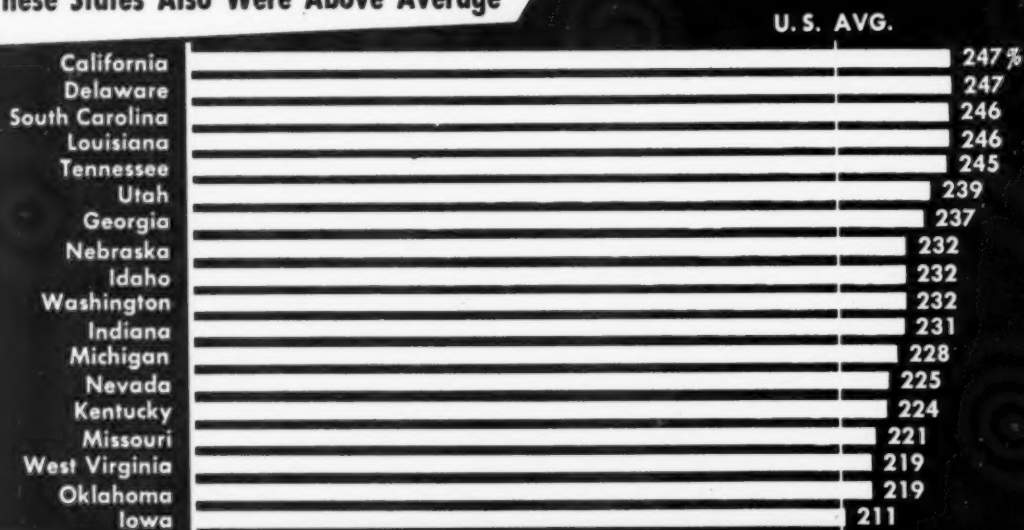
# STATES LEADING IN SALES GAINS

As against an average U.S.A. gain of 210% in retail sales, 1948 over 1939,

## These States Were Far Above Average



## These States Also Were Above Average



## Gains Were Smallest In These States



210%

PICTOGRAPH BY  
*Sales* MANAGEMENT

8-15-50

## New Books for Marketing Men

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**The Right Career for You.** By Eugene J. Bengé. Published by Funk & Wagnalls Co. Price, \$5.00.

Eugene Bengé, president, Bengé Associates, Management Engineers, has been consulted by countless large corporations seeking new talent in their executive ranks. He has taught hundreds of people to get ahead by making use of their abilities and interests. The fruits of his knowledge and research along these lines have been put into this book which aims to show you how to evaluate your executive abilities and how you compare with other business men in your ability to get things done through people. Author Bengé does it with various tests which are interesting as well as definitive. He evaluates the chances for success in various fields on the basis of whether they are wide-open or crowded.

**How to Make More Money with Your Direct Mail.** By Edward N. Mayer, Jr. Published by Funk & Wagnalls Co. Price, \$5.00.

Mr. Mayer is the president of James Gray, Inc., and a past president of Direct Mail Advertising Association. In this book he provides rules and principles which can mean the difference, in your direct mail, between failure and success. The book is written in a light, readable style and Mr. Mayer uses many illustrative examples of good direct mail, in all its phases. He assumes you know little or nothing about direct mail, breaks the subject down to such elementals as how to get started, the seven cardinal rules for direct mail success and how to get your full money's worth at the post office.

**The Right to Organize and its Limits.** By Kurt Braun. Published by The Brookings Institution, Washington, D. C. Price, \$3.00.

Here's a workmanlike study which deals with a right of labor which is the basis of nearly all its other rights: the right to organize. The author traces the history of labor organization and points out that today's friction in connection with labor's right to organize is brought about by conflicting views on the meaning of organization rather than a denial of its existence. The book is a highly technical treatment of the subject, showing that the definition and the nature of organization and the limits of the right to organize have become an important problem, handled differently in various countries. Mr. Braun cites many cases, both U. S. and foreign, to illustrate his topics.



## A MARKET WITH MONEY TO SPEND...

# TROY

NEW  
YORK

Factory production workers in the Troy - Albany - Schenectady area average \$60.27 weekly.\*

This figure tops the state average by \$1.51. Exceeds the New York City average by \$3.06. The Troy City Zone has 142 diversified industries that keep market payrolls up the year around.

**RATE: 16c PER LINE**

Circulation: 44,865

(A.B.C. figure for 6-mos. ending March 31, 1950)

\*Figures for May, N.Y.S. Dept. of Labor

## THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.





# PITCH



## AGRICULTURE . . . important source of great market wealth

Agriculture is big business in the Inland Empire. Gross receipts from field crops, fruit, and livestock amounted to \$520,055,000 in 1949—for a per-farm income 133.4% greater than the national average.\* Immensely productive, Inland Empire farms yield 7.5% of the nation's wheat, 10.2% of the nation's cherries, 23.7% of the nation's apples, 27.0% of the nation's pears, 47.9% of the nation's hops, 78.0% of the nation's dry field peas. Spokane, metropolitan "capital" of the Inland Empire, is the farmers' natural marketing and trading center.

\*Sales Management, May 10, 1950.





**... in the Spokane Market**

## *to Reap* **MORE SALES IN THE PACIFIC NORTHWEST**

To harvest more sales in the Pacific Northwest, get to the heart of it—pitch in and sell in the rich, responsive Spokane Market. Although the very heart of the booming Pacific Northwest region, the Spokane Market is distant from and independent of coastal influence.

Business in Spokane and the Inland Empire is at a high level. Basic industries of Agriculture, Lumbering, Mining and Manufacturing are steady and flourishing. The Columbia Basin Irrigation Project, Grand Coulee Dam, Chief Joseph Dam, and other giant government projects are pouring wealth into an already wealthy market. Right now harvesting is in full swing throughout the great agriculture belt of the Inland Empire, where farmers are pitching in to reap their 500-million-dollar share of the Spokane Market's over-a-billion-dollar annual wealth. With incomes better than double the United States farm average, Inland Empire farm residents are top customers for a wide variety of manufactured products. So are their urban resident brothers, and as a result the Spokane Market does more retail business than the city of Pittsburgh.

So pitch in in the Spokane Market and reap your full share of Pacific Northwest sales. There's no better sales tool than The Spokesman-Review and Spokane Daily Chronicle. Long-established, widely-read, they have the dominant coverage and penetration that gets results. Are they on your list?

### *Send for 1950 Consumer Analysis*

Know how your product ranks in one of the West's major markets. Ask our General Advertising Division to send you a copy of the 1950 Consumer Analysis of the Spokane Market.

**THE SPOKESMAN-REVIEW**  
MORNING SUNDAY  
**Spokane Daily Chronicle**  
EVENING  
SPOKANE, WASHINGTON

Advertising Representatives: Cresmer & Woodward, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco. Color Representatives, SUNDAY SPOKESMAN-REVIEW Comic Sections: Metropolitan Group.

*Combined Daily*  
**CIRCULATION**  
*Now Over*  
**150,000**

**81.84% UN-duplicated**

AUGUST 15, 1950



**TOMORROW IN THE MIDDLE OF YESTERDAY:** In startling contrast to the aged and picturesque architecture of the 17 and 18 hundreds, International Trade Mart stands today as a symbol of an Awakening to Opportunity. It is a non-profit enterprise, offers more than 80,000 square feet of exhibit space to U. S. and foreign business men.

## The New Look in New Orleans: Oil and International Trade

We think of The Crescent City as the capital of leisurely, gracious living. But today an accelerated flow of raw materials wealth and aggressive promotion of port facilities are enhancing its importance as a growing market.

The old South has been thrown right into the middle of the new in New Orleans. The Crescent City, ancient by all American standards for a good part of its 232 years, has been leisurely and unhurried. Behind the quiet charm of trellised balconies, Orleanians have enjoyed good food, better drinks and the enfolding greenery of patios. The whole added up to a way of life which was and is the envy of the entire nation. Into this atmosphere has been thrown the activity and hustle of a boom-town. The city which nestles in the S shaped curves of the Mississippi has withstood fire, plague, flood and Indian wars. Alone of American cities, it has seen six changes of sovereignty and has flown six flags. It has survived all these. Now it faces another great test—a great and sudden boom, comparable to that in Texas.

For a long time New Orleans has been looking at its neighbor, Houston, with the complacent and slightly contemptuous air of the aristocrat who watches the scramble of a social

climber. The wave of onrushing prosperity is washing out that attitude. Today New Orleans is no longer looking down its nose. It has gone into competition with Houston. The leading newspaper typifies both this spirit of competition and the new booster attitude in a promotional folder headlined "Biggest boom in the United States—bar none—is in New Orleans" and almost adds "Texas, please take note."

Oil, as in Texas, has greased the way into New Orleans' boom. Louisiana is now the third largest oil producer, trailing only Texas and California. Within 65 miles of New Orleans are 33 of the world's largest oil fields. Development of Louisiana fields, particularly those which lie offshore, is in its infancy, which is another reason for glee on the part of the Orleanian who compares this with the rapid depletion of Texas fields. Oil shows cash benefits fast everywhere. Here it has touched off a \$400-million building boom which began with the announcement of the

creation of a skyscraper to house one of the major oil companies and has rapidly spread to hotels, housing and business structures.

Oil is gilding the lily of the New Orleans boom but by no means does it account for all of it. Sulphur (The world's second largest sulphur deposit is but 50 miles away.), cotton, rice, sugar, timber (10% of the country's pulp comes from this region.) and trade—both with the people in its own great river valley and with other countries—are very much a part of the picture. Trade, particularly foreign trade, is at once the best advertised of the reasons for New Orleans' present prosperity and the best long-time bet for continuance of its growth.

Just as going to dinner in New Orleans is not only a trip to a good, bad or indifferent restaurant, but "Dinner at Antoine's" to be glamorized in song and story, so international trade, when New Orleans takes hold of it, becomes the subject of articles in *The Reader's Digest*, *Fortune* and magazines and newspapers all over the world. New Orleans' efforts to stimulate foreign trade have won more publicity than nearly any other of its activities except the Mardi Gras. The New Or-

**BY A. G. MEZERIK**  
Roving Editor

SALES MANAGEMENT



# WKY

## has more listeners

### 7 days a week

## than any other

# Oklahoma City Station

**T**AKE a long look at BMB Study No. 2 and you'll see why *more advertisers spend more money on WKY* than on any other radio station in Oklahoma City. It's because WKY has *more listeners more of the time* than any other Oklahoma City radio station.

WKY's tremendous audience of loyal listeners is proven by BMB. It's proven by Hooper. And most important of all, it's proven by the results WKY advertisers have been getting for years. With listeners or advertisers, *WKY is first choice* in Oklahoma City.

**336,280**  
daytime families  
**142,190**  
more families than  
the 2nd closest station

**226,000**  
6 or 7 day families  
**130,820**  
more families than  
the 2nd closest station

OWNED AND OPERATED BY  
**THE OKLAHOMA PUBLISHING CO.**  
WKY, OKLAHOMA CITY • THE DAILY OKLAHOMAN  
OKLAHOMA CITY TIMES • THE FARMER-STOCKMAN  
REPRESENTED BY  
**THE KATZ AGENCY, INC.**

# WKY

**930 KILOCYCLES—NBC  
OKLAHOMA CITY**

**AM**

**TV**

leans touch seems to be like that, lending something distinctive to whatever it does.

International House is a perfect example of the New Orleans mind and method at work. This is a club with 2,100 members in and out of New Orleans. Its clubhouse has the decor of a swank setup which would look well on New York's Park Avenue. But along with lounges, a dining room, serving the kind of food for which New Orleans is famous, and a bar where the world's best liquors are stocked, is a complete and

unique business-getting setup.

A man from anywhere is welcome at International House. The only proviso is that he be engaged in seeking to sell or to buy in international trade. He will find—in addition to club atmosphere—a room in which to hold a conference with his customers or his suppliers, an office in which to work and a bilingual secretary who will take down his correspondence in the language which he speaks and type it in the language of the person to whom it is addressed. At his disposal he will have a staff

which can tell him where to look for the goods he needs or for distributors who can sell his own products. Actually, the businessman guest of International House will be in the midst of what is a gigantic switchboard which, in the five short years of its existence, has made 40,000 connections between far-flung peoples and their needs.

If he wants to see merchandise or to display his own, he will walk a block or two from International House to its younger brother, the International Trade Mart which is housed in a new, large, modern glass and brick building which cost \$1,400,000. In true international spirit the building is topped by a display of the flags of all the members of the United Nations. Here he will find displays of products from 46 states and 38 foreign countries. In this miniature world's fair, products of the tropics make their appearance side by side with the most technological of precision machinery. One hundred and five manufacturers are already represented in the Mart.

#### It's a Foreign Trade Zone

The service is far-flung and intensive. New Orleans is a Foreign Trade Zone, the second to be created in the United States. The Port of New Orleans offers the services of its Traffic and Transportation Bureau, which makes rate studies and appears before commissions and bureaus to get better rates or new rates for shippers. The New Orleans Chamber of Commerce has an active and willing Foreign Trade Committee which agitates for legislation to further benefit the port.

The port itself is governed by a non-partisan unpaid five-man Board of Port Commissioners, a setup designed to insure orderly and graft-free development of the port's facilities. The services are complete down to the office of International Relations in the mayor's office which discharges the job of providing a proper welcome to visiting brass. When a prize package such as the Assistant Secretary of State for Inter-American Affairs comes to town, all the drums are beaten at once.

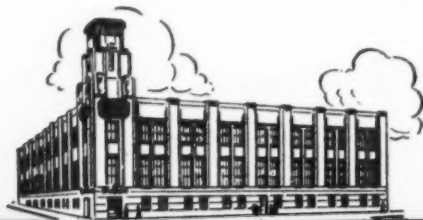
However, day in and day out this imposing array of talent and services sells the advantages of the port's facilities to all and sundry. Should those facilities fail, the salesmanship, admittedly excellent, would not stick. The port's physical facilities represent a staggering investment of both private and public funds. Twenty miles of wharves and sheds, with 190 berths for ocean-going vessels, are backed up by eight trunk railroads

# One alone

**COVERS THE RICH  
\$800-MILLION  
AKRON MARKET!**

Akron's ONLY daily and Sunday newspaper enjoys the unique distinction of covering one of the country's largest and richest markets.

Sell every Beacon Journal reader and you sell the entire Akron Market. That's why we say, "In Akron, ONE and ONE ALONE can do an adequate selling job for you."



## AKRON BEACON JOURNAL

John S. Knight, Publisher — Story Brooks & Finley, Rep.

and 15,000 miles of barge lines which interlace the area between the Rockies and the Appalachians. This is the American market to which New Orleans limits its ambitions. The market, incidentally, is large enough since it contains some 60 million people in 24 states.

### Sends Ambassadors

To this midcontinent area New Orleans sends ambassadors armed with charm and economic facts. In Indianapolis they hammer home the argument that it costs \$8 per ton less to haul merchandise to New Orleans than it does to ship through New York City. From Chicago the savings are \$10, from Kansas City \$19. The port's great activity reflects the work done. Twenty-five hundred ships come in and out of this harbor in a year. Ships of many nations make it a scheduled port of call. Alcoa, Waterman and Lykes, familiar American flag vessels, make this their base. The Holland-American Line, the Java-Pacific Line, the Royal Netherlands Steamship Co. and many others from distant countries make this a regular port of call.

In value of freight handled, all this activity adds up to making New Orleans second in rank among United States ports, although in point of tonnage it is fifth. Such high value imports as coffee (New Orleans is the world's great coffee port.) and exports such as agricultural machinery swell the money totals. While, as expected, most of the trade (57%) is with Latin America, a surprising 31% is in trade with Europe and 12% is with the rest of the world, which in these days—when trade with Asia has dried to a trickle—means, with Africa, a continent toward which the Orleanians look with increasing interest.

Any comparison between past and present trade totals is startling. A decade ago the port registered \$278 million of business. Last year it chalked up a billion and a quarter, and it had done better in both 1947 and 1948, when government aid programs for foreign nations were in higher gear. Mention of these government aid programs to New Orleans' foreign trade leaders is likely to bring the results of some profound thinking into the conversation, for presently-aid programs and our foreign trade are inseparable, which is a sobering thought. As foreign trade goes so goes New Orleans' prosperity—as well as the prosperity of more Americans than presently know or have thought about it.

About 13% of the present Federal Government budget is in aid pro-

grams. What with UNRRA and ECA, this has been the case since the war ended. However, even in the face of this huge government expenditure, our foreign trade is out of balance by some \$5½ billion annually, which is to say that we buy much less than we deliver to other lands, either by government grants or by direct sales from businessmen. This gap is the explanation for the present hard currency shortage which is plummeting the amount of our exports (an \$800-million drop in the last quarter of 1949) while diverting

much of the purchases of our former customers to other countries which have devalued their currencies.

New Orleans traders believe that one answer to permanent correction of this situation lies in more imports. In fact, the New Orleans drive to encourage more people to buy imported goods is taking on the aspects of a crusade. Utility companies buy large advertising space to emphasize the virtues of sisal, coffee and other importations. Exporters are told that their survival hinges on imports. Statistical breakdowns of employment



## What About the Golden Jubilee?

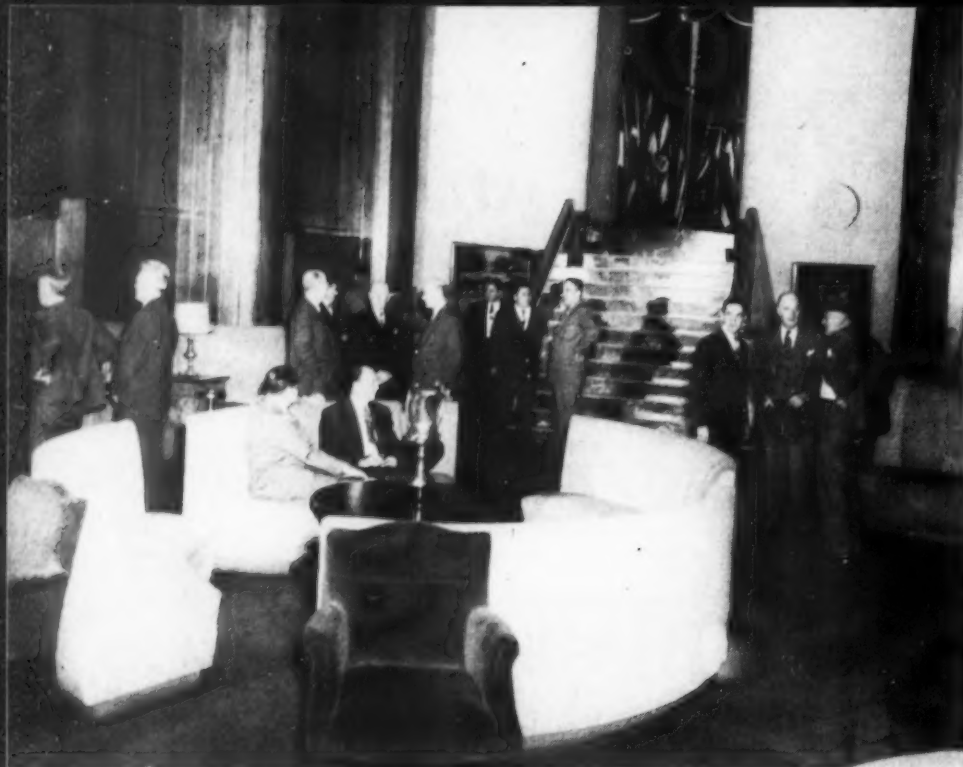
As WSM begins its second quarter-century of broadcasting, and as WSM-TV makes its debut, we want to emphasize and re-emphasize these basic facts.

In the years to come, you can count on WSM to continue its policy of live programming to the tastes and needs of the Central South Audience of millions.

You can count on WSM for talent of such quality and quantity that its position as number one sales maker to the Central South will become even more firmly entrenched in the years to come.







**DO YOU SELL? DO YOU BUY?** The Grand Hall of International House, New Orleans, has the atmosphere of a private club. For those who seek markets, and for those who shop for wares, this trade center serves as a busy clearing house. Private offices, bilingual stenographers and dining facilities are among the services extended to visitors.

tional pride is at such a high peak throughout the world, turn out to be costly to New Orleans.

This, though the most tolerant city in the South, is nevertheless a segregated city in which Negroes cannot eat where whites do, or stay in the same hotels. Presently, when a dignitary or important Negro visitor from Latin America or Africa arrives, he is treated as a Hindoo and urged to wear a turban—which makes him acceptable. While he can eat inside International House, his other activities are severely constricted and he is likely to be seriously embarrassed, particularly if he does not relish playing the part of somebody he is not and will not wear the turban. If what subsequently happens makes the dark-skinned foreign visitor decide that New Orleans is no place for him and his business, the result is an economic loss to this city, which may be multiplied when he spreads the word on his return to his native Liberia, Haiti or many another country. A good many Orleanians are widely traveled and are extremely conscious of the fact that darker skinned peoples feel that we, at our best, look down on them. This southern pattern may, they know, aggravate distaste for America in general and New Orleans in particular.

Whatever the difficulties, no one who visits New Orleans can fail to applaud the efforts which are being made to build a sound understanding of the value and importance of world trade—and to enable businessmen in the Mississippi Valley and in the rest of the world to find customers without which neither can develop. Language barriers, customs and tariff difficulties are made easier to hurdle by this group of active and energetic Orleanians.

Pick up New Orleans from any aspect these days and it begins to look as though Thomas Jefferson could see into the future when he engineered the Louisiana Purchase in 1803. At that time Jefferson said, "With Boston, Baltimore, New York and Philadelphia on the left, Mexico on the right, Havana in front and the immense valley of the Mississippi in the rear, no such position for the accumulation of perpetuity of wealth and power ever existed."

are compiled to prove that the elimination of all exports (which would follow if other nations cannot buy our goods) would dry up the jobs of 800,000 producers in this country. However, if we import goods on a level big enough to close the gap, 172,800 jobs in this country would be destroyed.

Balancing one calamity against the other, experts conclude that the net savings on jobs—were we to import to the point of balancing trade—would be 627,000, many of which will otherwise go down the drain if the trend (evidenced in the drop of our share of world trade from 1947's 32% to 1949's 20%) continues. As to whether or not the country can afford the cost of retraining or supporting 172,800 jobless workers, they point to that 13% of the Government's budget now going into what practically amounts to gifts of exports. A saving of that size would keep a lot of people.

They sum up the present international picture in foreign trade by comparing the United States to a poker player who has won all the chips and wants, by lending chips or giving some away, to keep the game going. However, the comparison, though graphic, falls short of emphasizing the gravity of the collapse, should our foreign trade dry up. In full consciousness of the meaning of such a collapse, New Orleans sagely continues to support government aid programs, while crusading for the purchase of more imported goods by American businessmen.

There can be no doubt that the grave international trade situation

mars New Orleans' beautiful prospects and dreams. Other flies in the ointment are minor but troublesome. Government policies are not always to the liking of the businessmen here. They fear that the imposition of a penalty on Venezuelan crude oil, now being discussed in Congress, will dry up that still prosperous market. Though most of the business community of New Orleans has been solidly sold the virtues of foreign trade and therefore cooperates fully in promoting its development, the banks—by and large—are loath to translate their fervor into the lending of large sums of cash on shipments. The result of this is to continue the old pattern of clearing paper through New York—a matter which not only causes delays and expense but may serve to send the shipper through New York—a fate which no one relishes here.

### **Do Effective Job**

New Orleans newspapers have done an effective and enthusiastic job of supporting the efforts of community leaders to build foreign trade, but even they have not quite caught up to developments. None has a foreign trade department nor does the staff of any include bilingual reporters who can speak the language of the all-important visitors from Latin America, Asia or Africa. Visitors do arrive from all those countries. Not long ago the Prime Minister of Pakistan was here as was the Postmaster General of Liberia. The latter's visit posed a delicate problem which may, in these times when na-

# Bread & Hyacinths episode

*Box top plus two-bits offer  
sells 6,188 bags flour...*

Are you selling myrrh, pearls, Tabu, hearts and flowers, and such? Then brother, we have a message for YOU!

To women who appreciate the finer things in life, Heckers' last December offered a dollar's worth of Christmas cards...for twenty-five cents, and a label from Heckers' Red Ball Flour bag. (The flour cost 23c to \$2.15 per bag, incidentally.)

The offer was made in four keyed ads, 96 lines on 2 columns, run in thirteen metropolitan newspapers...twelve dailies, one semi-weekly. Total coupon return was 11,500 of which (surprise!) 53.8% came from The News. Indicating that News readers had bought 6,188 bags of flour...a lot of flour, even if you put it in barrels!

The News coupon cost was 31c. The twelve other papers averaged 88c. What did you expect?

At the risk of becoming tiresome, we repeat: If your prospects are housewives who cook and send Christmas cards—or even if they aren't... there is no way of reaching so many of them, so quickly, so persuasively, so cheaply, as The News!

And in New York, mind you!



## New York News

DAILY...more than 2,250,000

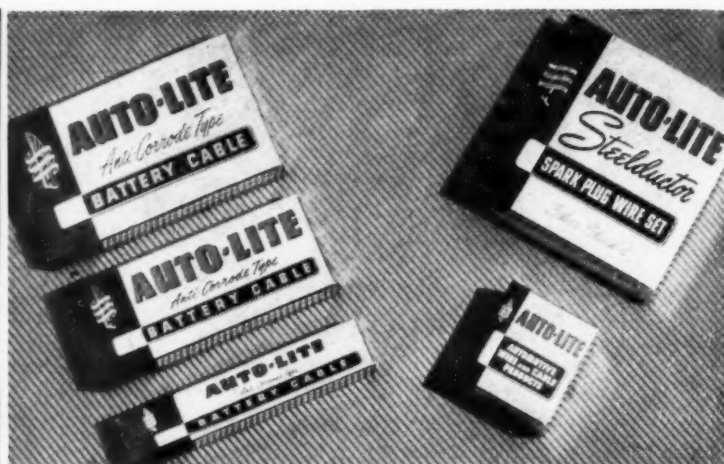
SUNDAY more than 4,100,000





1.

1. CYLINDER CONTAINER for line of Eutectic low heat metal joining alloys features complete instructions including methods of use, recommended amperages and fluxing. The packages are referred to as "Economizer Packs." They are fabricated by The Ohio Can Co.



2.

2. NEWLY DESIGNED FAMILY OF PACKAGES is being utilized by Electric Auto Lite Co. for the improved line of automotive wires and cables. Foil surface of the package keeps clean as it does not take oil marks and fingerprints. The cartons are of sturdy paperboard and were made by Robert Gair Co., Inc.



3.

3. NEW PACKAGE FOR RUST REMOVER made of Polyethylene plastic with a cardboard canister for safer handling and eye appeal. Discarded hard rubber container is on the right. Special dispensing tube cap assures precise application. Bottle was made by Plax Corp. for Pennsylvania Salt Manufacturing Co. The dispensing tube cap was designed by Santay Corp.

## Packaging to Sell

For industrial products the trend is away from mousy wrappings or cartons which have solely a container function. Brand names and sales messages are being dramatized through use of new materials and colors.



4.

4. TRANSPARENT WRAPS are being used by Stay-Rite Products, Inc., for a line of pumps. The plastic coverings protect them from rain, dust and dirt. Brand name may be clearly seen through the Polyethylene envelope. Packaging material was provided and imprinted by Milprint, Inc.



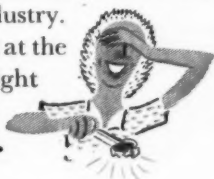


## She sits on the Boss' knee!

She has the best job in the world, interesting, creative... interior decorator, dietician, dress designer, health specialist, purchasing agent... and she works only with people she loves...

He is a business executive, production expert, practical scientist, biologist, mechanic, accountant... owns and operates his own enterprise in the country's most important industry.

They work together... and at the end of the day she has the right to sit on the boss' knee. Her occupation—the farmer's Mrs.



**Efficiency engineer,** executive economist, esthetic exponent, the farmer's wife spearheads the rising standard of farm living. She is conscious of styles, designs, and colors, calls for and gets panelled play rooms, gayly decorated nurseries, living rooms where floor coverings, draperies, and furniture harmonize. She has the country's most modern kitchens with new electric ranges, freezers, and all appliance work savers.

She is a major market influence which no smart advertiser should overlook.



**Guide to the best** in farm living as well as better farm business... **SUCCESSFUL FARMING** is edited for the joint Mr. and Mrs. partnership,

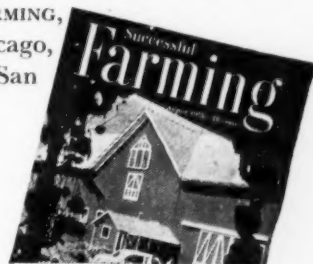
operating under the same roof... has earned and enjoyed the close confidence of its audience by forty years of service.

**SUCCESSFUL FARMING** is read, studied, and the contents used by the nation's best farm families... with the best land, largest investment in plant equipment, and livestock... producing top yields, greatest cash returns.

The near million SF on-farm subscribers in the fifteen Heart States alone, earn easily 50% more than the average US farmer.

**With the colossal current market** for farm products created by increased prosperity and population, and large scale foreign aid... with a spendable backlog of billions in savings from the most productive and profitable decade in agricultural history... today's best farmer families are the best class market in the world!

Advertising in general media misses much of this audience, passes by major opportunities... needs **SUCCESSFUL FARMING's** deep penetration for maximum response and return. You're not getting all the sales you should, if you overlook this market and medium. For full facts, call any SF office... **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.





**QUICK ACCEPTANCE:** Immediate recognition by the consumer of a product is a must for drug items stocked in the Moody displays in super markets. All the store does is to ring up the sale and pocket the profit . . . Moody attends to all other details.

## Packaged Drug Unit for Grocers: What It Is . . . How It Works

BY ETNA M. KELLEY

Island displays carrying dozens of drug products now occupy high traffic spots in hundreds of super markets. They're installed and stocked by the N. W. Moody Corp. This is a close-up of how distribution is being broadened.

Three hundred super markets in New York and New Jersey are now selling toiletries from special departments set up as "packaged" units by the N. W. Moody Corp., Corona, N. Y.

The business was started four years ago by 32-year-old Norton Moody, with a 1941 Chevrolet and \$1,200 capital. Its rapid growth may

be attributed to the fact that the idea behind it is sound—and timely. People like the idea of being able to buy a lot of things under one roof. Women have to visit grocery stores regularly and often; it's convenient to be able to buy toothpaste, cold cream, baby powder, and their husband's razor blades, as needed, at the same time they buy food.

But consumer acceptance alone would not have insured the success of the Moody business. Super market owners and managers also like the plan, for a variety of reasons. At the top of the list, of course, is the fact that it increases profits. In selling the service, the Moody people tell prospects that they can expect toiletries sales to run from 1½ to 2% of total volume (They sometimes run to 3% and more.), depending upon location of the department in the store and other factors. Merchandise is billed at regular retail (Fair Trade Minimum) prices, less discounts of 20% and 2%, and Moody says this is nearly all profit, since the store has no handling expense except in checking out.

# COLOR

NOW AVAILABLE IN THE

## Grand Rapids Press

... A Booth Michigan Newspaper

Give your newspaper schedules added impact in this "Billion Dollar" Western Michigan Market with attention-compelling, product-emphasizing color!

Black and one color now available to all our national accounts, in 1000-line units or over. Call nearest office for complete information.

#### NATIONAL REPRESENTATIVES:

A. H. Kuch, 110 E. 42nd Street  
New York City 17, Murray Hill 6-7232

The John E. Lutz Co., Tribune Tower  
Chicago 11, Superior 7-4680

Standard Oil Company  
of Indiana  
Agency:  
McCann-Erickson, Inc.  
Chicago

*Portion of page ad, with slight variation from original layout*





Everything possible is done to make the stocking of toiletries effortless, so far as the store staff is concerned. Moody supplies the specially designed display unit, in one of three sizes, depending on anticipated toiletries volume. The merchandise, selected in accordance with probable demand, is delivered and arranged on the shelves by Moody's driver-salesman, who is responsible for maintaining stock, cleaning and tidying shelves, replacing broken or shopworn merchandise, setting up special displays, and making seasonal change-overs.

The sting has even been taken out of the federal tax requirement (on toiletries), through Moody's pricing system. Stickers attached to jars and packages show the price of the product, the tax, and the total. For example, a jar of Pacquin's Hand Cream bears a label reading: "Price 25c. Plus Fed. Tax 5c. Total 30c." Only the final price is rung up at the check-out station, but the customer knows the actual price and the amount of the tax. The super market is billed for the total, but the invoice shows what part of the total is for the tax—for the record.

The store's staff need not be concerned with merchandising principles, so far as toiletries are concerned, but Moody needs to be. A comparatively young company offering a service new to the East, its management and staff are still learning, and as they learn they utilize their experience in behalf of users of the service. The present six-tiered island display bears little resemblance to the bookshelf-type unit with which they started. (Sizes available are: 7 ft. long x 44 in. wide; 3½ ft. long x 44 in. wide; 40 in. long x 20 in. wide.) The early units were wooden; those used now are the expanded metal type, with white baked enamel finish. Price tags fit snugly into the groove of the shelf edge and cannot be slid back and forth by playful children, as was formerly the case. An attractive plastic sign with the word "TOILETRIES" on it is furnished with the stand.

Driver-salesmen make deliveries as often as necessary, usually about once a week. Since there was no comparable industry from which to draw, most of them have been trained within the organization. The usual prac-

tice is for them to start in the warehouse. They receive salaries. The commission plan was tried, but it was found that it brought out too strong a selling instinct, tempting the men to stock the units with a higher proportion of slower-moving, higher-price items than was desirable.

Arrangement follows a uniform pattern, though there is some latitude for local and individual preferences. Preferred position is at the ends, where stock is rotated. The usual system is to put a new line on the bottom tier, leaving it there for a stated period, then changing it to the next tier, and so on, till it reaches the top row.

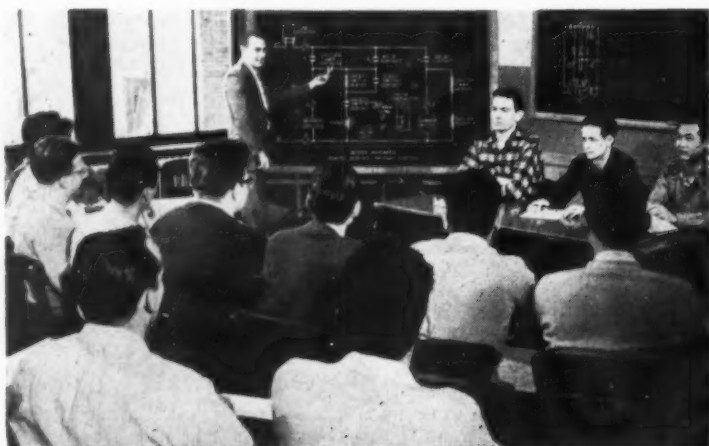
### Plan: Two Advantages

This plan has two advantages: It gives many manufacturers the benefit of promotion; it gives the display a different look, since the merchandise at the ends changes each week. Merchandise on long shelves remains more uniformly in the same locations, though there are seasonal changes. Shower caps, for instance, are always in stock, but much more space is devoted to them in summer than in winter. Sunburn lotion and talcum are pushed in summer, hand cream in winter. The principles of related selling are followed, baby needs being shown together, and so on. Nationally advertised brands are the only ones offered.

The service includes the furnishing of special racks and displays. For example, a rack for use on top of the cash register is now being used by many stores, for the display of films and razor blades; these are not handled the self-service way, but are requested by shoppers as their purchases are being rung up.

Moody's service includes movement tests. Items which do not go well in a given store are taken back. Supervisors visit subscriber stores to check up on the performance of service representatives, as driver-salesmen are called. The entire selling organization has just completed the Dale Carnegie course, and most of the men claim that this has helped them in their relations with store personnel and with one another.

The company is expanding as fast as it can, and has made great strides in its four years of operation. One of the King Kullen stores on Long Island, the first subscriber to the service, is still a customer as are other units in the chain. Both independents and chains are customers, as many as 30 stores in some chains being represented. Large chain groups with member stores which use the service include American, Grand Union,



**FREE FACTORY TRAINING** school sessions by Prefex Corp. in conjunction with Milwaukee School of Engineering is being given dealers and wholesalers, their servicemen and salesmen. Each three-day course includes instruction in the basic fundamentals of heating, including operation, installation and servicing of automatic heating controls for oil, gas and coal fired units. An instructive tour of the factory, observing manufacture of controls, is another feature.

To help sell attendance at the school to customers and prospects of factory trained specialists, Prefex furnishes sales and advertising tools. Upon completion of the course, each trainee is awarded a diploma and identification card certifying that he is a "factory trained" Heating Control Specialist. Prefex also furnishes announcement mailings, newspaper ad mats, and colorful decals for trucks and tool kits.

# SALE BLAZERS

Impulse Buying and Substitute Purchases are responsible for  $\frac{2}{3}$  of the total food sales in Super Markets!

The same trend is evident in every type of retail outlet . . . Drug, Variety, Hardware and Department Store!

Leading brands in every field rely on SALE BLAZERS for high I.P.\*

Your products, can enjoy this same popularity. For further information, write . . .

*\*Impulse Preference*

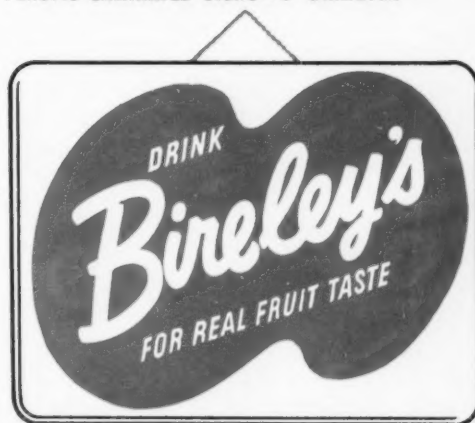
**Advertising Specialties Division**  
**PHILADELPHIA BADGE**  
COMPANY, INC.

1007 FILBERT ST., PHILADELPHIA 7, PA.

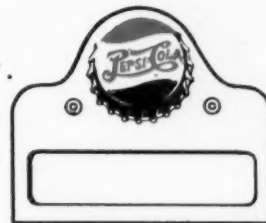
Established 1900



PLASTIC LAMINATED SIGNS—6" DIAMETER



PLASTIC LAMINATED SIGNS—6" x 8"



IDENTIFICATION BADGES



TREASURE CHEST  
BUTTONS

COPYRIGHT 1950 PHILADELPHIA BADGE CO., INC.

Danahy-Faxon, and Schaffer.

To attract new users, the company advertises in grocery business papers with regional circulation, and employs direct mail.

In the course of assembling material for this article, the author visited a chain store on Long Island, which uses the Moody service. "I've had the department several years," said the manager. "I like it because it's profitable. No trouble, no labor—just extra volume."

The investment required from the retailer varies with the amount of stock, but for the large island display, it usually runs from \$900 to \$1,000; for the medium unit, \$500; for the small 3½-foot unit, slightly over \$200. A store doing a \$10,000 a week business will normally sell a minimum of from \$150 to \$200 worth of toiletries from the unit; many sell more than \$300, according to the Moody people.

What is the opinion of manufacturers whose products are being sold in super markets through the Moody plan? Most are understandably reluctant to talk, for fear of incurring the ill will of drug outlets, but two gave us their views:

**No. 3 of a series of people YOU have on Your Mailing List.**

**THIS IS TERRIBLE-TEMPERED TED**



If he blots or can't find a pen, he screams "Thellwithit!" . . . and you lose another order. But not with REPLY-O LETTER! REPLY-O LETTER carries your (already filled-in) reply

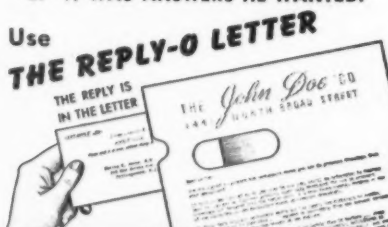
card in an exclusive slip-out pocket. No signing—no blots—no pens.

No wonder the largest users of direct mail say that their returns are incredibly high—their costs surprisingly low. Example:

"In nine tests conducted during the past three years, REPLY-O LETTERS gave us 60% more returns than conventional letters."

Harper's Magazine

Send for sample letters and free copy of "IT WAS ANSWERS HE WANTED."



Write to the  
**REPLY-O PRODUCTS CO.**  
150 WEST 22nd St., NEW YORK 11



*"I thought you'd like to know. He's scheduled to be in one of your ads as to why he prefers your whiskey."*

"Without any personal selling, all of the merchandise displayed must enjoy a brand acceptance and a consumer recognition. Invariably you will find that the (toiletries) products handled by super markets are the top brands in their line. We have been forced to make a few minor changes or additions to our products, in order to make them conform to this type of operation, but we have found these changes to be well worth our while."

Another manufacturer told of having originally been skeptical about this new method of distribution, rather than through established channels, such as drug outlets, cosmetic departments of department and syndicate stores.

Also, as this manufacturer explained, "The involved procedure of a 'servicing operation' based on the wholesaler's selection of brands rather than the dealer's choice at first appeared unorthodox, as well as the unusual method of inventory and re-supply.

"However, a test period was decided upon for three reasons: (1) The products were fair-traded, hence could not be sold for less than the established price; (2) competitors were supplying the service with their brands; (3) national advertising necessitated the availability of the product wherever similar merchandise was being offered to the public.

"The results have been generally favorable, and the volume has been

good without detracting from the normal turnover in previously established outlets. This is due to greater consumption, arising from having the merchandise always on display before a large segment of the buying public, and from having it within easy reach where shoppers can examine the merchandise if they wish.

"We have found no instances of switching or substitution. The brand succeeds or fails on its own merit. The stock is in clean, salable condition, and fast turnover insures fresh merchandise at all times.

"The value of the display rack used by the Toiletries Service in merchandising advertised brands has been recognized in other fields, and some drug wholesalers are supplying their customers with similar fixtures. It is the old story: Get the merchandise out where it can be seen, and it will sell. Not only that, but multiple sales may result from impulse buying and the power of suggestion.

"In this type of operation, so much discretion is left to the servicing agent that absolute reliability and responsibility on his part are prime requisites—so far as the manufacturer is concerned."

The success of this still-young business, now in the million-a-year class, is one more straw in the wind indicative of the public's acceptance of new methods of distribution with a "convenience factor." It also demonstrates the responsiveness of retailers to methods which cut down the labor that goes into selling.



*Ever say  
to yourself...*



**"We've got to find  
a BETTER PACKAGE  
for our product!"**

*A few of the nationally  
famous companies who use  
United Board & Carton  
services*

•  
**AnSCO**

**General Foods Corporation**

**Lempco Automotive Inc.**

**Midwest Industries**

**Frank Ryser Company**

**The Seven-Up Company**

**Sunshine Biscuits, Inc.**

**Swift & Company**

**James Vernor Company, Inc.**

**Will & Baumer Candle Co., Inc.**

**TRY THIS:** Let United Board & Carton packaging specialists go to work on your problem. Creating **BETTER IDEAS** for **BETTER PACKAGING** is part of their daily job. Whether the need is for faster packing . . . greater product protection . . . increased eye appeal and display value . . . or more definite product identification . . . United Board & Carton specialists have worthwhile ideas to offer.

And to give complete control of the entire process of planning and building an effective carton, United Board & Carton maintains both paperboard mills and box factories. You get exactly what you need from the quality of the raw pulp at the mill to the printing of the final color. Write or wire today for full details.



**UNITED BOARD & CARTON CORPORATION**

156 SOLAR ST., SYRACUSE, N. Y.

Board Mills: LOCKPORT, THOMSON, N. Y., URBANA, O.; Carton Plants: SYRACUSE, VICTORY MILLS, COHOES, BROOKLYN, N. Y., SPRINGFIELD, O.



**I**N Intermountain America, KSL's 55-county primary listening area and the vast Salt Lake City wholesale distribution area are a perfect match.

Because these areas coincide almost exactly, county for county, 50,000-watt KSL delivers customers where you deliver your product. Thus, your advertising and your distribution go hand in hand. Without waste . . . without duplication.

What's more, with KSL you can cut the finest sales figure in all Intermountain America. Because the more-than-a-million people in KSL's primary area

spend more than \$750,000,000 annually in retail sales. And because throughout this wealthy market KSL — with an average 34.9% share of audience all week long\* — ***gives you far more customers at less cost than any other station or regional network!***

The pattern is simple: to sell Intermountain America you need KSL — and ***KSL is the one and only station you need.***

**KSL** 50,000 WATTS  
SALT LAKE CITY'S CBS OUTLET  
REPRESENTED BY RADIO SALES

\*INSIDE Salt Lake City, KSL has 50% more listeners than the second station.  
All source material available on request.

# Honor Incentives Are Back: Hotpoint Starts Sales Clubs

Men do not work for bread alone. With four types of clubs, Hotpoint is capitalizing on the human desire to receive recognition for a job well done. Goal: 24,000 salesmen.

Hotpoint, Inc., Chicago, launched April 1 a long-term program designed to stimulate better salesmanship and greater sales among 20,000 retail salesmen, and more than 4,000 small dealers who do their own selling. It is their first large-scale sales promotional program since prewar years. Here is how the program works:

**Hotpoint Retail Salesman's Club:** Open to all salesmen. Membership attained by enrollment. Object: to attract more high-type salesmen and to train them to be better salesmen and increase their individual incomes.

## The M. S. Degree

**Hotpoint Salesmaster Club:** Membership attained through selling and knowledge of selling. To earn an M.S. (Master of Sales) degree, the salesman must earn 100 credits a month, or 900 credits for the nine months of 1950 starting with April 1; in future years 1,200 credits a year.

**Hotpoint National Sales Council:** Limited to the 32 members of the Salesmaster Club who earn the most points during the year. Their reward will be a trip to Mexico City where, in February 1951, they will attend the First Annual National Council and be given a pleasure-filled holiday.

**Hotpoint High-Pointers:** After a salesman has qualified as a member of the Salesmaster Club for a total of four years he automatically becomes a member of the super-select group known as the "High-Pointers."

"In the appliance business there is one man who is constantly in the limelight," says Fred J. Walters, Hotpoint's vice-president of marketing. "He is mentioned more frequently than anyone else in the trade. He has been abused more, used as an alibi on more occasions, is sought after more constantly, attends more meetings, some good and some boring; has more opportunities for additional income and advancement and does less about it; is given more advice; is

maligned more, and is eulogized more than anyone else in the business—but, all in all, he is considered one of the most vital spokes in the appliance industry wheel. Who is he? Why, he's the retail salesman!

"It is not necessary to enlarge upon the genuine interest we have in this fellow. We know how much he means to our business. We want something done for him. We also want to do everything possible to improve his basic knowledge, increase his interest in Hotpoint, improve his income and recruit his numbers in the business."

Mr. Walters outlines the reasons behind the decision to organize and promote the Hotpoint Retail Salesman's Club:

1. A new crop of untrained men needs training and incentive to stay in the appliance business.
2. We need to reduce turnover in salesmen.
3. We need to attract more high-type salesmen into business.
4. We need to inspire and provide incentive to hold present salesmen.
5. We need to upgrade more salesmen from lower to higher brackets of dollar sales volume and salesmanship.
6. We need a device to raise the level of salesmanship.
7. We need more interest in Hotpoint.
8. We need key men at the point-of-sale—men to whom we can go for information about buying trends and on whom we can rely to spearhead our campaigns.

## An Extra "Something"

9. We need this extra "something" that spurs a man on to do even better than his best . . . an incentive that capitalizes on a man's pride to be recognized as having done a good job.

10. We need it because it gives us more accurate data on turnover of retail salesmen—the fellow on whom our business is built.

With full realization of the fact



HOTPOINT PUT OUT a special brochure to promote its "Salesmaster Club." This figure is used to symbolize the retail salesman.

that knowledge and training are essential to quality salesmanship, each retail salesman is urged to enroll in the Hotpoint quality salesmanship course and win his sales training certificate. In addition to the credits earned through the sale of Hotpoint appliances, it is pointed out to the salesmen, possession of this certificate is an important factor in the national aspect of this club. Honor, pride of accomplishment and prestige, he is told, are the rewards for those who make the grade. Recognition is given by means of a club pin and a diploma, which awards the M.S. degree.

Further recognition is given to the national and zone winners who become members of the National Sales Council.

Entrance requirements for enrollment into the starting unit of the program, the Hotpoint Retail Salesman's Club, are kept very simple. The candidate need only be a retail salesman working for a franchised Hotpoint dealer. Dealers, sales managers and sales supervisors are eligible for membership only on personal retail sales.

For every Hotpoint appliance the club member sells he gains a specified number of credits toward his M.S. degree. When he has earned 900 points (1,200 in future years) he receives his diploma and a pin showing that he is a member of the hard-hitting group of Salesmasters.

To reach some formula for arriving at a point system, a tangible yardstick for measuring had to be de-



veloped. Hotpoint asked: What should be a good average dollar volume for a retail salesman for the year 1950? Then, it was reasoned, the volume to be considered in arriving at the point structure should be (a) one that would provide a goal not too easy or too hard to reach; (b) one that might be attained by the small city as well as the large city salesman; (c) one that, with proper incentive, might represent a good sales job and one worthy of recognition.

Hotpoint marketing analysts had done careful research with distribu-

tors and dealers and conferred with the company's own sales personnel. A figure of \$36,000 sales for the year was established as being fair. This also seemed to check against the old formula that, as a rule, 25% of the salesmen do 75% of the total volume.

Looking at it another way, \$36,000 also would work out well on a point basis. Using the average list price of a wall cabinet, or \$30, as a base or unit of 1, the mathematics became easy. Sales of \$36,000, very simply, equaled 1,200 credits or points.

As in all cases when winning



FOUR YEARS OF MEMBERSHIP in the Salesmasters' Club wins the title "Hotpoint Highpointer," and the pin pictured above.



## IDEA MAN

comes up with the unexpected!

When the boss-man springs that hardy perennial—"let's have something new and different", answer him with Plasticolor\* Cover, the printing surface that leads a double life. Dignified as a dowager when you want dignity—yet flirtatious and alluring as a debutante for lighter, "come-hither" appeals.

Shining acetate film, permanently laminated to fine Beckett Cover, gives these dual results. Alligator-skin toughness with a glass-like finish stands rough mistreatment, yet wipes clean in a jiffy, to its

sparkling brilliance. Six lustrous colors offer startling contrast or smooth harmony from even one-color printing or silk-screen process, for almost any size or kind of sales promotion device.

Ask us for the Miniature Idea Kit that helps you come up with the unexpected. Your Beckett Paper house will supply larger Plasticolor samples and will also show you our Doplex\* Brilliant film-paper lamination, in nine colors, that brings refreshing newness to such lightweight uses as labels and box covers.

THE DOBECKMUN COMPANY  
Cleveland 1, Ohio • Berkeley 2, Calif.



awards are based on a contest, it was necessary to set up what is called a "tie breaker." In arriving at memberships in the Hotpoint National Sales Council, the following rules were drawn up:

1. The one retail salesman who earned his credits by doing the best balanced sales job on Hotpoint appliances will be adjudged the winner in case of a tie in number of credits.

2. A board of judges and the Salesmaster Club secretary at Hotpoint headquarters in Chicago will judge the actual sales job of the retail salesmen who are tied, by comparing the performance of these men with the company's established ratio of sales for the various appliances.

Membership requirements in the Hotpoint National Sales Council are:

1. The retail salesman must have completed the Hotpoint Quality Salesmanship Course. This course requires attendance at five quality salesmanship training meetings. A certificate is issued to each man completing this course. A prospectus outlines the course in detail. One hundred credits are awarded toward the salesman's M.S. degree for this accomplishment.

2. The retail salesman who becomes a member of the 1950 National Sales Council must have the highest number of credits over the 900 necessary for the M.S. degree.

### Qualifications for Office

Officers of the 1950 Hotpoint National Sales Council will be chosen on the following terms:

**President:** The one retail salesman in the United States who earns the greatest number of credits over the required minimum of 900 points.

**Vice - Presidents:** Three to be named, based on the second, third and fourth number of highest credits.

**Secretary:** Based on the fifth number of highest credits.

**Treasurer:** Based on the sixth number of highest credits.

Each Hotpoint zone, except those zones which produce the officers, will

have a Zone Councilor. He will be the one retail salesman in each Hotpoint zone who earns the highest number of credits over 900 points. Those retail salesmen who become officers will represent their own zones as Zone Councilors.

"The Hotpoint Salesmaster Club, and all that goes with it, takes advantage of natural human desires," says Mr. Walters. "Such desires are very strong in each of us. These are a desire for personal recognition and a desire to belong to a group. Each of us wants to be *somebody*, and each of us wants to belong.

### Show with Pride

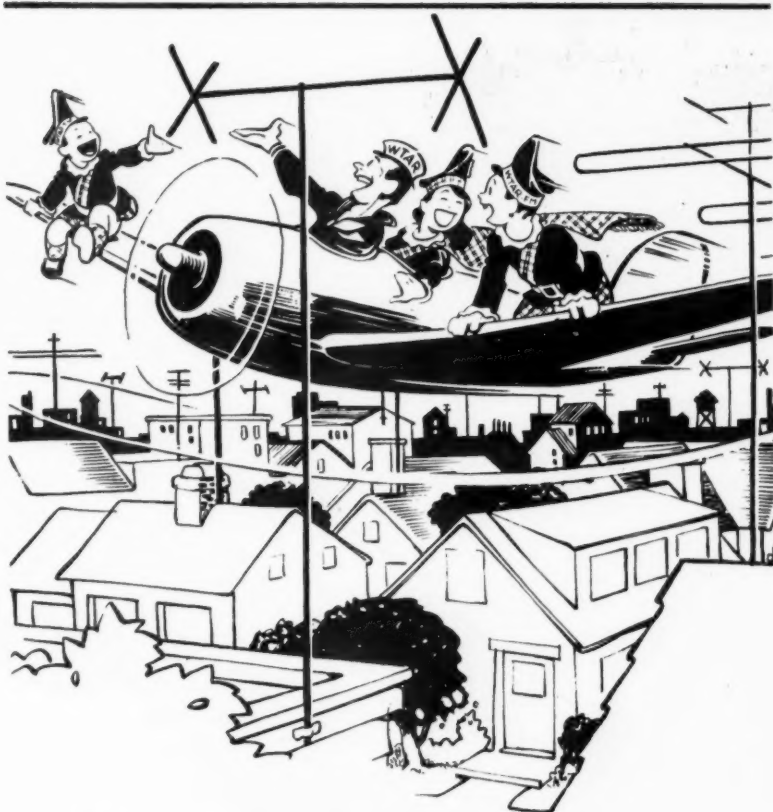
"We only have to think of the times in our lives when we have won some award of merit to remember how proud we were of our accomplishment and how we cherished the visual evidence of a job well done. It matters little what the feat might be—winning a golfing cup, an oratorical award, a fishing trophy—as long as it indicates outstanding accomplishment.

"That's why men join fraternal clubs, country clubs, poker clubs. It gives a feeling of well-being, of friendship, of 'belonging' to a group that has mutual interests and common bonds."

So that those salesmen who cannot win the highest honor, membership in the National Sales Council, may also receive visible awards, each salesman who qualifies for a Master-of-Sales award is given a pin. When he wins it for his second year, a diamond is set in it. When he wins it for the third time, he gets a second diamond. When he becomes a member of the Salesmaster Club for the fourth time he turns it in and gets a new emblem set with a large diamond.

To stir the salesmen to go after that trip to Mexico City, the vacation idea is whipped up with much enthusiasm. There's promotional literature depicting landscape scenes in Mexico, toreadors, tamales, teatros, dancing señoritas, bull rings and even a slight hint that there is stuff south of the border known as tequila.

"The time is here when a large manufacturer who depends on thousands of dealers and more thousands of salesmen must do something a little extra to spur them to high endeavor," says Mr. Walters. "Through contests, competition and awards so arranged that a reasonable number, rather than a mere few, can get recognition to show their wives, children and their friends, any company merchandising on a wide scale can encourage salesmen to get results far beyond their normal abilities."



*In only 90 days . . .*  
**21,635 TV set owners\* in the  
 Norfolk Metropolitan Market!**

Astonishing . . . amazing . . . stupendous . . . pick your own adjective, but you have to admit that a growth of more than 20,000 sets in only three months is proof enough of the power of WTAR-TV and the buying power of Nor-folks.

This set count is based on actual set sales of 25 distributors and direct dealers in the Norfolk Metropolitan Market—Norfolk, Portsmouth, Newport News, Virginia.

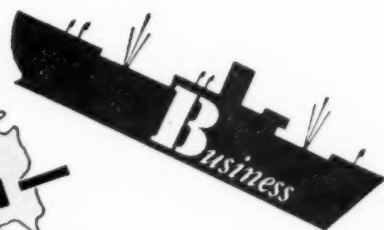
Set your sales zooming, too, put your product in the Norfolk Selling Picture . . . WTAR-TV. A few choice time franchises are available. Call us or Petry, today.

\* as of July 1, 1950



Inter-connected  
 NBC, CBS, ABC, and DUMONT  
 Television Networks

Nationally Represented by EDWARD PETRY & CO., INC.



In the Detroit trading area—  
where 60% of Michigan's total  
retail business is—The Detroit  
News delivers 108,671 more  
weekday circulation than  
the morning paper and  
50,652 more than  
the other evening  
paper

**453,684**

largest weekday circulation ever reached by any Michigan newspaper

**565,658**

largest Sunday circulation in Detroit News' history

A.B.C. figures  
for 6-months  
ending Mar. 31, 1950



owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

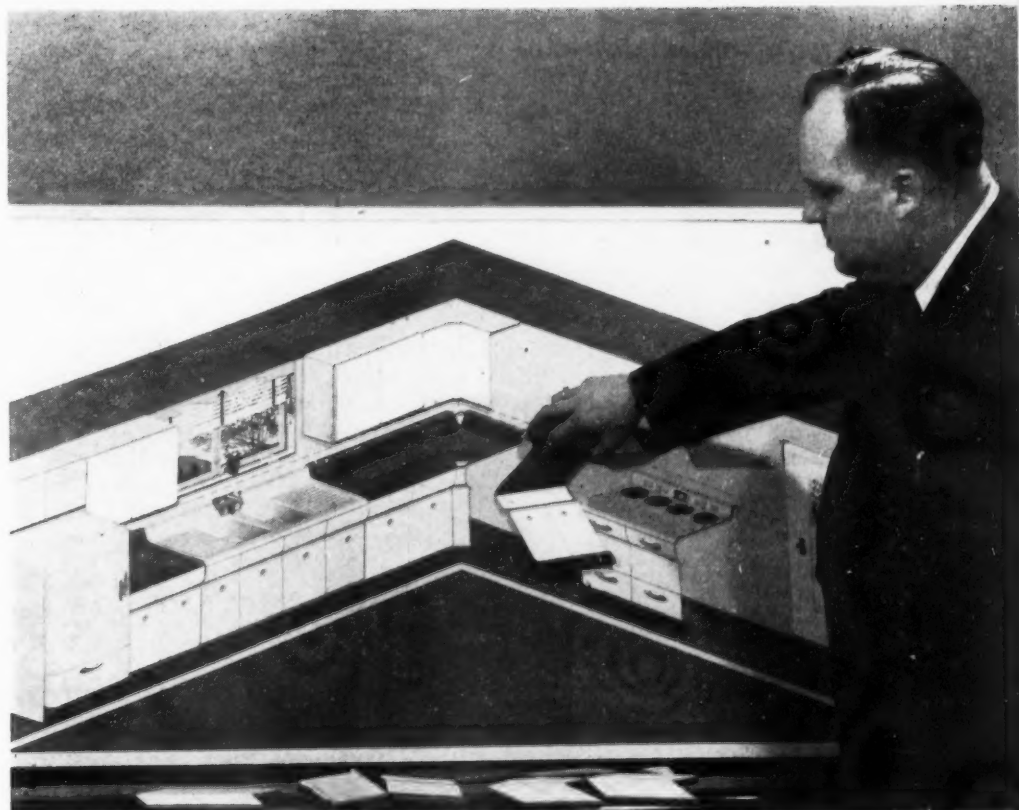
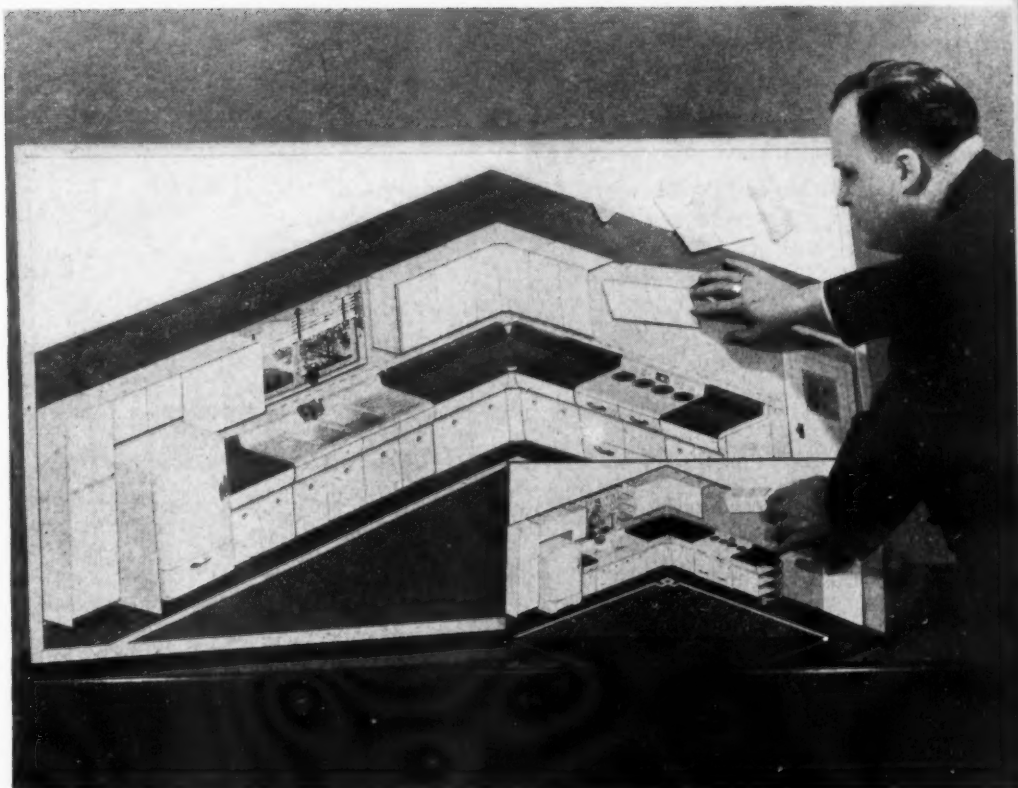
Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago



**FLAT AS A PANCAKE:** The sense of depth in this photograph is purely a figment of the imagination. Isometric drawings produce the effect of three dimensions. Refrigerators, cabinets, sinks, stoves and tables are printed on a flat surface. Each piece is die-cut of heavy art board. A small but powerful magnet is embedded in the center of each die cut so that it sticks firmly on the steel plate back.

Kenneth Cook, American Central's sales training director (above), demonstrates how pieces can be moved around. Top photo is of the large teaching mock-up; smaller reproduction (inset) is of the salesman's portable model. In the photo (below), Cook holds a flat piece in his hand, despite the apparent 90 degree angle of the section.



## Visualizers Sell Avco Kitchens

Kitchen planning has been a headache for equipment manufacturers. The housewife—and her husband—want to know what it will look like when the new kitchen is installed. For years manufacturers and their dealers' salesmen have struggled with paper cut-outs, diagrams, and scale models. Now the producers of American Kitchens believe they have a solution in their Plan-A-Kit.

The Plan-A-Kit, issued by American Central Division, Avco Manufacturing Corp., Cincinnati, used isometric drawings, giving a three-dimensional impression to flat surface drawings made to scale. The kit is designed for the salesman to carry into the home for an on-the-spot presentation. After the salesman and the prospect have planned the kitchen, a duplicate is made for buyer.

# Paging Promotion Executives

BY RICHARD M. GERBER

General Manager, Western Brick & Supply Co.

... of Aluminum Co., Nichols Wire & Aluminum, Owens-Illinois, Owens-Corning, Patterson-Sargent, Republic Steel, Reynolds Metals, United States Gypsum, Universal Zonolite, and Wheeling Corrugating Co. Three of these companies merchandise their advertising . . . but seven don't.

We believe in advertising.

As a wholesaler of building materials, we pay out our own money to an advertising agency to aid in the preparation and placing of our business paper space, as well as direct mail promotion.

Apparently, though, a good many of the sales representatives you employ to sell us your goods don't think much of advertising. For all we hear about it from them, it might be some hush-hush top-secret that's mentioned only in the sanctity of your own sales meetings and then forgotten when they go out to get our order.

Perhaps, as a sales executive, you think your men are doing a thorough merchandising job when it comes to spreading the news about the far-reaching impact of your four-color magazine pages. Maybe you think your salesman out in the territory is using it as the sales tool you told him it would be—as a “plus” which makes your product stand out from the field of competitive lines.

At the very least, you *hope* he men-

tions it when calling on jobbers and distributors—potential as well as present accounts. But, much as an ex-advertising man (and one who is still very much interested in the subject) hates to admit it, his answer must be an almost unqualified “No.”

Since the first of the year, literally scores of territory representatives, as well as a good many district and general sales managers, have sat across the desk from me, seeking to land or increase the business we have to offer. In only three instances have those men mentioned anything at all about the advertising their firms are doing—the dollars which management is investing to make products more salable and acceptable to us, and in turn to our customers.

Sad as it may seem, only two of those representatives volunteered any mention of their advertising. In the other instance, the writer literally had to “drag it out” of the salesman and it wasn't until his next visit that his advertising portfolio was produced.

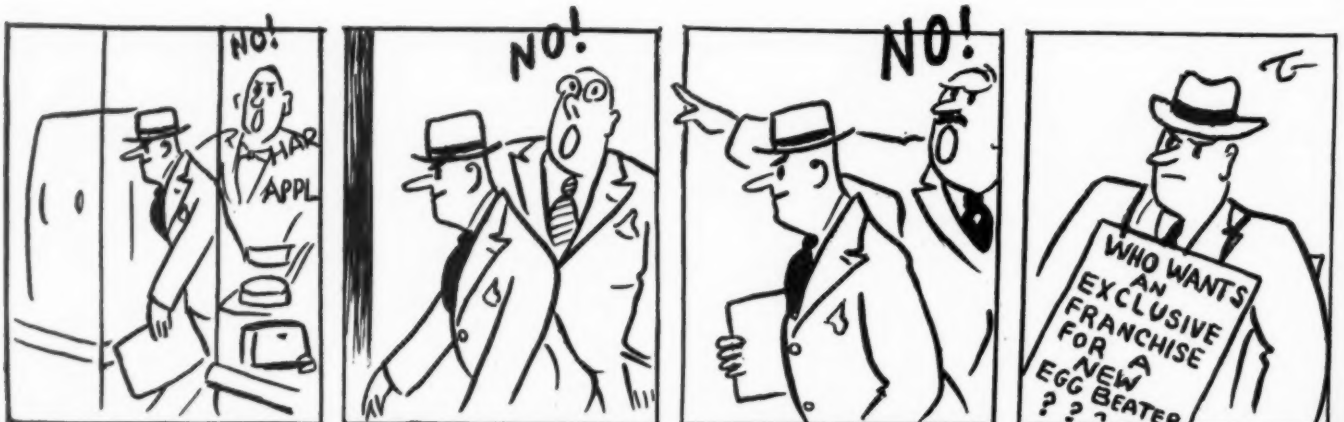
Perhaps because we are located out

in the hinterland so far as Madison Ave. is concerned, you may think the larger firms don't bother to call on us. However, among the representatives in our office during recent months (and to avoid embarrassment we won't tell which three mentioned their advertising) were representatives from Aluminum Company of America, The Patterson-Sargent Co., Owens-Corning Fiberglas Corp., Wheeling Corrugating Co., Nichols Wire & Aluminum Co., Reynolds Metals Co., Zonolite Co., United States Gypsum Co., Republic Steel Corp., Insulux Glass Blocks, and many, many others whose collective magazine advertising space expenditures run into millions of dollars.

## Not Small Fry

Again, some of the metropolitan sales executives who are reading this may think we're small potatoes—and by many standards, we are. However, out in this agricultural state of Nebraska we're one of the oldest building materials manufacturers and wholesalers, having been incorporated just 50 years ago. We have offices and warehouses in Omaha, Hastings and Nebraska City, in addition to a similar setup and our headquarters in Lincoln. For a sales force we have seven men who maintain frequent contact with the 900 to 1,000 retail building materials outlets in our territory.

As for the lines we now handle and



# Fact about MONEY

## *in San Francisco's "Best Circles"*

◆ Dollars-to-buy-with are more plentiful in the suburban part of our San Francisco market. 59.7% of effective buying power centers in the Retail Trading Zone rather than the City Zone (*Sales Management's 1950 copyrighted survey*).

◆ The Chronicle's circulation pattern reflects this distribution of spendable money. Our readers and your best prospects are the same people . . . this market's most active, substantial and free-spending families. In suburbs AND city — you sell our "Best Circles" best with a Chronicle schedule!

**T**HE REAL, complete San Francisco market circles out from San Francisco. Its approximate 50-mile radius includes both ABC City Zone and ABC Retail Trading Zone. Every sales and population yardstick shows the HEART of this market is in the bigger-spending suburbs—*outside San Francisco*. Check circulation distribution of San Francisco newspapers with this fact in mind!



**SAN FRANCISCO** Chronicle  
DELIVERS "BEST CIRCLE" COVERAGE  
IN TRADING ZONE AND CITY TOO

NATIONAL REPRESENTATIVES

SAWYER, FERGUSON, WALKER CO., New York • Chicago • Philadelphia • Detroit • Atlanta • San Francisco • Los Angeles

AUGUST 15, 1950



which we have represented for years, more than half a dozen of the firms listed above have us as distributors.

We like our present lines, but we're also looking for new ones we can sell to our dealer customers. When making a decision on them, we'd like to give full consideration to the advertising which should make them easier to sell.

When it comes to product specifications, those items are a matter of record and testing, and can be measured for comparative purposes. But the dealers who take the goods out of our warehouses are buying merchandise for resale. What about that important intangible—trade and consumer acceptance?

That's a "plus" we should be able to offer with our brands—particularly if the salesmen calling on competing jobbers are as negligent about mentioning advertising as are those who contact us.

Sometimes we wonder, though, just how much of a "plus" it is. Do space buyers and advertising managers demand market data, types of readers reached by various magazines, cost per thousand circulation, and things like that merely to harass space representatives? Or do they intend that some of that information be passed on to factory sales representatives in some usable form that will help them and their distributors out in the field?

With our business concentrated in Nebraska, and immediately adjacent territory, we're not too much interested in the fact that *The Saturday Evening Post* has 3,800,000 (or whatever the current figure may be) circulation nationally. But we are vitally interested in the building materials advertising which is reaching 39,310 Nebraska families through that one publication. And the same can be said for all the other leading general weeklies, shelter group publications, women's service magazines, and, of particular concern to us in an agricultural state, the farm press.

### Information Wanted

Summing it all up, we would like to know what products you are advertising in what publications and how many and what kind of potential customers in our territory see those advertisements. It would be interesting to learn how that compares with your competitor's efforts. We would like to know how to make the most effective use of your advertising in our own merchandising program. We would like to know how it can help make sales for us.

In short, we're wide open for a good advertising presentation on the

lines we now handle and on those we would like to add.

Maybe we're laying ourselves wide open and the men who call on us hereafter will talk advertising to the exclusion of the product story. But, knowing salesmen, we don't think they'll go that far.

Basically, of course, we want the full story on the product. Specifications are of utmost importance in the building materials business. After the house is completed, it would take a practiced eye to tell just whose wall-board or roofing was used. As for insulation that's hidden between the walls—but still, it's sold by brand

and it's your brand that you are spending your advertising dollars to promote.

Our men have to know the technical selling points on the lines we carry—the advantages which our brands of roofing, insulation, metal goods, etc., have over those offered by our competitor down the street. (If you don't think we have competition, you might be interested to learn that, while the number of retail outlets in our territory is just about the same as it was 10 years ago, there are now more than twice as many wholesale firms competing for their business.)

## Europe's Exporters Coached On American Merchandising

**Producers in Marshall Plan Areas must update packaging to win place and dollars in American markets.  
Import sales exhibit to be set up in New York City.**

European manufacturers are being warned against considering America just an extension of the European market, or Americans as waiting with open purses to pay for European goods. Manufacturers in Marshall Plan countries who hope to increase their sales in the United States are being urged to study American packaging and marketing methods before trying to compete with American producers on their home territory.

This advice is in the form of a letter going to 1,000 European producers from two foreign sales organizations, the U.S. Marketing Council, Inc., New York City, and its affiliate, the Permanent Exhibitions for International Trade, Inc., through one of its members, industrial designer J. Gordon Lippincott.

"To develop export trade and to hold it," says the letter in part, "manufacturers must be fully conversant with the selling methods used in the United States and the lines of thought adopted by stores to sell their goods."

Americans, writes Mr. Lippincott, prefer to buy an article in its own container, rather than a slightly superior article of the same type which comes in a wooden crate, and European manufacturers who hope to sell here will have to accept this fact and act upon it.

As an example, Mr. Lippincott

cites the case of British blankets which are crated and arrive in this country creased and unattractive looking. Although these blankets are admittedly superior to anything manufactured in America and are competitive since devaluation, according to the letter, they have to compete against American blankets packed in cellulose film with attractive printing and seals at the folds of the film. American blankets are far outselling their British counterparts, the letter adds.

The advent of the self-service store places another pressure on manufacturers to package their goods properly. Mr. Lippincott asserts. In the self-service store here the package is the only means of pushing the sale. The American housewife, he goes on, is much more likely to pick an attractively designed and well-presented package, irrespective of its content, than a badly designed and executed package.

Mr. Lippincott's letter is described as part of a program to help manufacturers in Marshall Plan countries to increase sales in the United States \$100,000,000 annually within the next two years. September 1, the two sales units will open a sales and operating headquarters for 1,000 foreign products, in the Prince George Hotel, plus a display area in a mid-town building in New York City.

Dictation is **EASIER**



with **AUDOGRAPH**

Here's  
Immediate Help to  
**SMALL BUSINESS!**...  
the **AUDOGRAPH**  
Electronic Soundwriter!

This dictation method of **BIG** business,  
applied to **SMALL** business needs . . . gets  
*things done at once!*

● If you run a one-man business or one with part-time office help, you'll want AUDOGRAPH dictation for streamlining your business day.

For with AUDOGRAPH, *action* is instantaneous! No preparatory abracadabra . . . no adjustments to make, nothing to get out of order. You simply pick up the microphone and speak what's on your mind.

The time saved with AUDOGRAPH frees you for the essentials of planning, selling, administration! *The money it saves* virtually pays for the AUDOGRAPH in a short while.

AUDOGRAPH will operate *anywhere*, anytime . . . at home or *in your automobile*. It will record telephone conversations, sales interviews, conferences and even your inventory.

Business success attends the man who can help himself—and AUDOGRAPH will help you do just that! Get the full facts on AUDOGRAPH today! You will not be high-pressured or in any way obligated. For a thorough "look-see" into better ways to *get things done*, just mail the coupon.

Made by The Gray Manufacturing Company—established 1891—originators of the Telephone Pay Station.



*Gray*  
**AUDOGRAPH**

ELECTRONIC  
SOUNDWRITER

**AUDOGRAPH** sales and service in 180 principal cities of the U.S. See your Classified Telephone Directory—under "Dictating Machines." Canada: Northern Electric Company, Ltd., sole authorized agents for the Dominion. Overseas: Westrex Corporation (export affiliate of Western Electric Company) in 35 foreign countries.

● THE GRAY MANUFACTURING COMPANY, HARTFORD 1, CONNECTICUT

● Send me Booklet T-8—"Now We Really Get Things Done!"

● Name .....

● Title.....Firm.....

● Street.....City.....





**CARRY THE IDEA THROUGH:** Herbrand's Tool-of-the-Month theme runs through every bit of promotion from consumer advertising to point-of-purchase where a permanent display reminds the automotive mechanic that a new and useful tool is now available.

## "Tool-of-the-Month" Plan Gets Quick Premiere for New Items

About 75% of Herbrand's distributors have agreed to accept one new product monthly on a regular basis. Thus the company has an automatic market, and promotion is focused on one item at a time. Returns: under 5 per cent.

At the latest count there were 63 book-of-the-month clubs, not to mention all the fruit, cheese and even restaurant-of-the-month clubs which have sprung up to cash in on a tested merchandising idea. And now to this list you can add the industrial Tool-of-the-Month program. It's a promotional device worked out by the Herbrand Division, The Bingham-Herbrand Corp., Fremont, Ohio, to obtain automatic national distribution of its new tools and to lick the problem of small-space advertising.

Herbrand's variation of the highly profitable club idea is now well into its second year of operation. Unlike its Book-of-the-Month Club name-sake, Herbrand's club is not a consumer deal. It is a key part of a promotional program to build up the automotive parts distributor setup.

Two years ago when Herbrand began to work out the details of adapting a consumer sales idea to industrial selling, it faced a common

industry problem. Mechanics' hand tools are numerous. There are over a thousand standard items. Add to that another thousand or so special and semi-special hand tools and you have a line that can water into ineffectiveness any sales-advertising program.

"We knew," explains Colman O'Shaughnessy, director of sales planning, "that a single new tool was vastly more interesting to the consumer (auto mechanic) than a whole line of a thousand or more tools, no matter how good. It was at this point that the book club idea seemed to offer a practical, if somewhat unorthodox, solution to our problem of focusing attention on Herbrand through the presentation of one tool at a time."

Herbrand distributors evidently agree that the tool club is workable and profitable. The company does not disclose the number of its distributors, but Mr. O'Shaughnessy states

that 75% are in on the deal. Before the Tool-of-the-Month idea was established Herbrand followed the industry practice of selling direct to the automotive jobber who is a retailer of tools.

The mechanics of the Tool-of-the-Month program are simple. Herbrand distributors agree to accept, sight unseen, one package of new tools each month for an indefinite time. This means that 12 or more sales are made at one time. Previously, Herbrand had secured distribution of new tools by bringing out catalog supplements every three to six months, and asking each distributor for orders on the new tools.

"Automatic distribution on a pre-determined number of tools," Mr. O'Shaughnessy points out, "means that Herbrand can start off with a much larger production run and produce its tools at a lower cost. This in turn enables us to sell at a profit at an exceptionally low price."

The agreement is not all one-sided. The company allows distributors to return the featured tools within 60 days, if unsold, and receive full credit. Returns run under 5%. They vary, of course, with the broadness of the market for a tool.

Distributors are told at the time each new tool is shipped just why this particular one is being featured.



# WILL YOU SETTLE FOR 94%?

**of the total advertising expenditure  
by all companies spending \$25,000  
or more per year on national advertising?**

A check of all companies spending \$25,000 or more per year on national advertising reveals that SALES MANAGEMENT'S circulation of 14,353 (net paid) covers 82% of these companies . . . and that this coverage accounts for 94% of the total expenditure of all "\$25,000 or over" advertisers.\*

The number of subscribers getting SALES MANAGEMENT in each company varies with the size and importance of the organization . . . from a few key executives in the \$25,000 advertiser up to 54 individual subscribers in a multi-million dollar spender like General Electric.

As the *only* publication specifically edited for the sales executives of national advertisers, SALES MANAGEMENT is a basic working tool for the man in charge of sales—tailored to help him develop a coordinated and productive sales and advertising program.

*\*Our coverage keeps growing: The previous year's check gave us only 91% of the total expenditure and 79% of the companies.*



"We want distributors," Mr. O'Shaughnessy explains, "to have the benefit of the thinking which went into the selection, quantity, price and display."

The Tool-of-the-Month theme runs through all of Herbrand's promotion. It's the device which gives continuity to monthly small-space advertisements in *The Saturday Evening Post*. Copy talks about the featured tool.

Business paper advertisements explain the deal and the benefits to distributors. This large-space advertising appears in *Motor*, *Automotive Digest*, *Jobber Topics*, *Southern Automotive Journal*, *Motor Age*, and *Motor Service*, and other business publications.

Monthly price lists, printed on pages cut for catalog insertion, carry the current Tool-of-the-Month Club consumer advertisement.

At the point-of-purchase the Tool-of-the-Month theme is re-empha-

sized. Distributors, as part of their agreement in the club, place on their automotive parts showroom counter a permanent display board. The current tool is hung on a perforated masonite background. The agreement calls for the display to be placed "where customers can see and reach it." Instructions are sent for the display of each new tool.

The Tool-of-the-Month idea is carried out on other Herbrand display cards, envelope stuffers, and book matches.

Herbrand is stressing in still another way the idea that it is a source for new tools. The company has brought out self-display packages. All of this is to help offset the effects of a line-limiting policy during and immediately after the war.

What about the cost of the Tool-of-the-Month plan? "If all the costs of each Tool-of-the-Month were levied against the tool, the selling cost would be above normal," Mr.

O'Shaughnessy cautions. "The promotion, of course, is for the benefit of the entire Herbrand line so we don't try to apply these costs directly to the 12 tools a year."

The sales job on the club has been split about 50-50 between publication advertising and other types of promotion. As the program grows, Mr. O'Shaughnessy anticipates that "the percentage for publication advertising will diminish, but at the same time the total number of dollars invested in publication advertising will increase."

## Survey Corrections

(Since June 15, 1950)

- P. 86 ...** Pictograph, 1949 Gross Cash Farm Income on a Pre-Farm Basis, should show average size of farm for Iowa as 165.
- P. 138 ...** *Metropolitan County Areas*: # 123 Portsmouth, Va., should read (See Schedule #110).
- P. 326 ...** *Michigan*: Isabella County % of USA Effective Buying Income should read .0163.
- P. 378 ...** *New Jersey*: Clifton (city) % USA Retail Sales should read .0314.
- P. 425 ...** *North Carolina*: Charlotte (city) Wholesale Sales Volume Code should read C.
- P. 426 ...** *North Carolina*: Orange County % USA Effective Buying Income should read .0135.
- P. 478 ...** *Pennsylvania*: Scranton (city) % USA Effective Buying Income (city) should read .1123.
- P. 505 ...** *South Dakota*: Sanborn County % USA Potential should read .0029.
- P. 531 ...** *Texas*: McCulloch County % USA Effective Buying Income should read .0073.

P. 403	County	
	Haldimand	Haliburton
Total Retail Sales	13,919	2,213
%	.1601	.0254
Food	2,619	279
Gen. Mdse.	808	640
Drug	469	560
Furn.-House-Radio	*	505
% Canada Potential	.1604	.0353
QMI	89	64

Shopping Center of a Balanced \$449,000,000 Market

**We buy 22% More Drugs in Canton, Ohio**

- High average incomes mean more dollars for health care.
- The Repository reaches 94,000 families.
- The Repository gives 100% coverage of a one newspaper market —99.3% carrier delivered.
- No nearby metropolitan paper gives you "merchandisable" coverage.

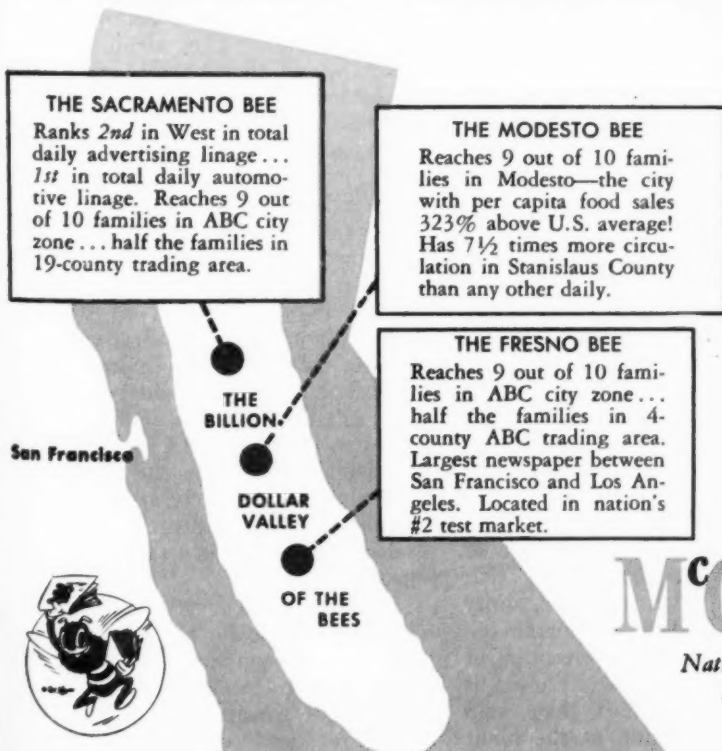
100% coverage of a one-newspaper market. 99.3% carrier delivered.

A Brush-Moore Newspaper Represented Nationally by Story, Brooks and Finley

THE CANTON REPOSITORY



## ...like California without the **Billion Dollar Valley of the Bees**



You're off to a bad start in California—if you miss its big *inland* market—the Billion Dollar Valley of the Bees. You miss more buying power than all of Kansas... higher food sales than all of Maryland... twice the *total* retail sales of Pittsburgh.\*

And you *do* miss the Valley unless you schedule its *own* papers—the leading *local* papers that inland Californians naturally prefer. Those are the three McClatchy newspapers—The Sacramento Bee, The Modesto Bee and The Fresno Bee.

For data on them—and the market they cover—get the 1950 *Consumer Analysis*. Available to manufacturers and advertising agencies by writing McClatchy Newspapers, Sacramento 4, California.

\*Sales Management's 1950 Copyrighted Survey

# McClatchy Newspapers

National Representatives... O'MARA & ORMSBEE, INC.  
New York • Los Angeles • Detroit • Chicago • San Francisco



# What Ministers Want to Know About How You Run Your Plant

Clergymen rank high among leaders who mold public opinion. They express their views on our business system, and on occasions they discuss your industry and company. Here is a case study of Caterpillar's relations with local pastors.

**BY FRED R. JOLLY**

*Assistant Director of Community Relations, Caterpillar Tractor Co.*

Near the top of the opinion molders' list today is the clergyman. With over half of the population of the United States as members of churches and an average of 30 million of them attending each Sunday, what the minister thinks is really important, for what he thinks, he says.

What he thinks about business is important to the businessman, for he will pass it along, be it favorable or unfavorable. And what he knows of business in general he must learn from businesses near at hand.

It may be interesting to know just a few things the clergyman thinks about business. A survey published in June 1949 by the Opinion Research Corporation is illuminating.

About three-fourths of the clergymen, the survey reports, agree with businessmen that the greatest measure of economic justice is obtained by the operation of the law of supply and demand through free competition. Yet the way things work out, they say, much is left to be desired. Almost half of them feel that there is inherent conflict between business as it exists today in this country and Christian principles and ideals.

Clergymen are sharply critical of business. They say that economic laws alone should not govern the operation of a business, that serious social responsibilities are involved also. Employees are human beings, they say: People's welfare must be considered; there must be a fair sharing of the sales dollar; living wages are important; honest products are a must.

It is consideration of the human factor which the clergyman emphasizes when he judges a company. Many clergymen, 39% the survey

reveals, say that today's business machine has reduced employees to cogs in a machine. Unions, they say, are more interested in the welfare of employees than are companies.

Almost all ministers say that profit-making is entirely within Christian principles, but about half of them say that the businessman is motivated almost solely by the idea of profits, not by the ideals of service.

---

**"In selling there are meaty words and watery words. Meaty words pack a paragraph of meaning into a single phrase. Watery words are the thin, transparent, shapeless ghosts of thoughts whose meaning is lost in shadow."**

**"The Knack of Selling More"**  
by Burton Bigelow

---

These are a few of the things clergymen think about business. Even more important, of course, is this: The minister wants to be right. He wants to know and understand the businesses in his community. 77% of them, the survey shows, feel that they should be given an opportunity to learn more about companies in their areas. The over-all reaction of clergymen in a West Coast town is typical. About 90% of them said after a dinner meeting at the plant

that what they learned was most favorable, that it would be helpful in their work and that *they'd like more* such meetings.

If the clergyman doesn't know that the businesses in his area pay good wages, give employees many benefits, have good personnel policies, serve customers well, give maximum attention to the human relations side of the picture, the fault is not the clergyman's. The responsibility for getting this information to him is management's.

Caterpillar Tractor Co. in Peoria, Ill., has operated on that theory for a long time. This company has had a formal community relations program which is but one of the functions of a good community relations setup. And it is about one plant visit in particular that this article deals.

Careful plans were laid a few months ago for a Clergy Day at Caterpillar. Letters of invitation went to more than 225 ministers of all faiths, who live in the 2,000 square miles where Caterpillar employees live. The letter said that a special day had been planned for these clergymen, after a lengthy discussion with a committee made up of ministers and Caterpillar people. It was decided that a trip through the plant and luncheon would not be enough—that these visitors would want to know a lot about the company which they would never learn from such a program. And there was no hesitation on the part of company men in offering to speak on any subject, particularly in the field of human relations and economics. These two subjects were particularly emphasized by the original committee.

The program was set up as follows: It started with a choice of three plant trips: foundry, engine or tractor factory. The invitation told ministers that they could arrive later, just in time for lunch, if they wished. It was kept in mind, too, that the minister's time, like the doctor's, is not always completely at his disposal. Monday, incidentally, was the day selected by clergymen as best for such a visit.

Guests totaled 98, the majority coming in time for the 11 A.M. plant trip. Luncheon was served in the office cafeteria and almost all of the company's administrative group—35 executive and department heads—

**GRIT Sells for Its Advertisers—It Can Sell for You!**

## 27% Increase in Sales

*for one Truck Advertised in GRIT*

One Truck Manufacturer advertising in GRIT has moved up and taken over first place in the GRIT Market. Today almost 48,000 GRIT Families own this one make of truck.

Products advertised in GRIT record high sales among GRIT-reading families: One Automobile, 39% increase in sales—a Spark Plug, 5 times more sales than nearest competitor—a Gasoline, 41% increase in sales.

The GRIT Market is a huge market with nearly three million readers of GRIT each week, in 16,000 True Small Towns. The GRIT Family is a larger-than-average family with steady income, good spending power.

These people prefer GRIT . . . and they are loyal to GRIT-Advertised brands\*. 79% own Automobiles, 22% own Trucks, 81% buy Tires, 81% buy Spark Plugs, 79% buy Batteries, 84% buy Oil, 87% buy Gasoline, 77% buy Anti-Freeze.

GRIT sells for its Advertisers . . . it can sell for you!



WILLIAMSPORT, PA.

\*Ask the GRIT representative  
for the GRIT Reader Survey

Small Town America's Greatest Family Weekly  
—with more than 600,000 Circulation

AUGUST 15, 1950

acted as hosts, greeting the clergymen as they arrived and eating with them. The factory trips were handled by carefully trained escorts.

Following the luncheon, all adjourned to the theater, including the president, vice-presidents and others of the management group. The program there started with a talk by President Louis B. Neumiller who emphasized the company's regard for the importance of people in the organization and Caterpillar's awareness of its community responsibilities. R. M. Monk, director of labor and industrial relations, followed with a talk on the human relations program within the company and Vice-President Harmon S. Eberhard spoke on the modern physical properties and the importance of that phase of manufacturing to efficiency and to high employee morale. Moderator for the afternoon was L. J. Fletcher, director of training and community relations.

### **The Human Side**

Following the talks the meeting was thrown open to comments and questions, and here the deep interest of the clergy in matters of human relations was clearly demonstrated. Numerous comments were made on the cleanliness of the plant, the widespread use of equipment which would make jobs easier, the many kinds of skills needed, the many types of people working together harmoniously, the planning, thinking and money involved.

Even more important were the questions themselves. A feeling of mutual confidence having already been fairly well established, clergymen showed no hesitation in asking questions on any subject. There was no feeling, however, that anyone was thus put on the spot. Questions were sincere and answers were given in the same spirit, freely and with nothing withheld.

Here are a dozen or so of the more important questions:

How much is the plant worth?

What effect will the devaluation of the British pound have on sales of this company?

Who owns the company, where do they live, what is stock worth, how much are the dividends, what is the meaning of "debentures"?

What is the cause of the present national industrial strife?

Does repetitive work result in unrest?

With such fine locker-room facilities available, why do employees often board buses and go home dirty?

Are operations on a piece work basis, or how are employees paid? Since the answer to this question was

that there is no piece work pay here, that all employees are on the hourly, weekly or monthly payroll, the next question was:

What incentive do employees have to work harder or to produce more?

Are women paid the same as men?

Does the company have co-operative training (with schools and colleges), how does it work?

How long can the company work with the present supply of steel (referring to the steel strike)?

What is the company's program for handicapped people?

What is the average length of service for Caterpillar employees?

What are the wage scales?

It was felt before the meeting that it would probably last until 2:30 P.M. or thereabouts. Although the moderator several times brought the attention of the group to the time, neither company people nor clergymen wanted the meeting to end and it was finally brought to a close at

4 P.M. Interest was high all the way and clergymen told company people then, and are still telling them, that they learned many things about Caterpillar they had never known before.

There can be little doubt that they added to their knowledge of the plant and the company's products. More important, however, they now know the people responsible for Caterpillar's operations. They know that these men are interested in serving employees, customers and owners well and equitably. They know that good management is interested in seeing to it that employees have good jobs at good wages, that customers get the best product at the lowest price possible, that owners are paid a fair return for the use of their invested savings. They know that the interests of each are closely interwoven with the interests of the others.

Guests and hosts were unanimous in declaring Clergy Day at Caterpillar a success.

## **Management and Its Overseas Ad Dollar, Today and Tomorrow**

**International selling job to be studied at  
1950 Export Advertising Convention, New  
York City. Top management urged to attend.**

"What management is getting for its overseas advertising dollar, today and tomorrow" is the theme for the 1950 Export Advertising Convention which will be held at the Hotel Plaza, New York City, on October 5.

George H. Giese, director of the International Division of McCann-Erickson, Inc., and chairman of the convention, says, "It is especially hoped that top management of companies doing business abroad will join with their export specialists in the convention's activities and discussions. In an even greater degree than the dollars involved would indicate, the able and statesmanlike presentation of American products abroad is important to this country and to the world today. Upon it largely depends the implementation of Point Four, and the fostering of the free enterprise concept among all the world's free people.

"Selling goods and services abroad contributes immeasurably to a stable U.S. economy and should, therefore,

have top-drawer management attention. Those of us who are concerned with the day-to-day handling of advertising believe that top management has much to gain from participating with us in studying ways and means by which the international selling job can be done more effectively. The convention sessions will provide just this opportunity."

George Barnes, export advertising manager of Bristol-Myers Co., and Luis Dillon, executive vice-president of Foote, Cone & Belding International Corp., co-chairmen of the Program Committee, announce that among topics tentatively scheduled for panel discussion at the convention are: (1) How to increase the efficiency of today's export advertising dollar; (2) Function of the advertising agency in expanding foreign trade; (3) What part should top management assume in export advertising? (4) What export advertisers are doing to get the most out of point-of-sale merchandising in overseas markets.





*"No Chain is stronger  
than its weakest link..."*

MAILING LIST

SERVICE

ADDRESSING - MAILING



## .. and there are no missing links in a Donnelley produced \*Mail Sales Plan!

There is no substitute for experience! And experience has shown there are basic links that must be welded together to form the complete "chain" of a successful Dealer Help Mail Sales Plan. Weakness in any one of these links can destroy the effectiveness of the entire plan! Here at Donnelleys we are only too aware of these important facts.

With a Donnelley prepared Mail Sales Plan, you are assured of a systematic program that welds all the vital links shown above into a productive sales aid—a plan coordinated with your other merchandising activities to further stimulate the sales of your dealer organization.

With the Donnelley produced plan, you and your dealers are assured of the greatest value per advertising dollar spent. Donnelley experts follow your program from its planning and creation to the final placing of your mail in the hands of prospects. Every step is carefully supervised! . . . no link is overlooked!

For the complete story of how Donnelley can help you get better results from your Dealer Help Direct Mail, call or write your nearest Donnelley office.

\*Direct Mail for local dealers, sponsored by major suppliers.

### OTHER DONNELLEY SERVICES INCLUDE:

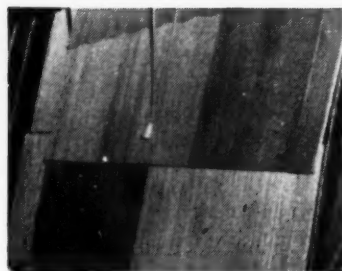
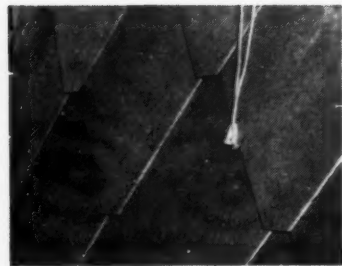
- *Couponing-by-Mail*—an "Occupant List" of over 35 million addresses, 98.4% accurate! Plus complete addressing and mailing service.
- *Contest Planning and Judging*—supported by years of experience in handling the nation's largest contests.
- *Mail-Away Premium Service*—executed by an expert staff, geared to handle large volumes, quickly and efficiently.
- *Selective Market Mailings*—proved by exhaustive tests, national, regional, and local campaigns.

## THE REUBEN H. DONNELLEY CORPORATION

350 E. 22nd ST.  
CHICAGO 16, ILL.

305 E. 45th ST.  
NEW YORK 17, N.Y.

727 VENICE BLVD.  
LOS ANGELES 15, CALIF.



## Our Factory Is A Giant Sales Aid

Asbestone, Inc., manufactures asbestos shingles, sheets, and corrugated asbestos, in a plant covering two city blocks in New Orleans, La. Whenever a builder expresses wonder at how an Asbestone product will stand up in the weather, or how it will look inside, Asbestone people have a ready answer: "Come over to the plant and we'll prove it."

Proving it comes easy, for the big Asbestone plant is one vast demonstration unit for the product. Instead of using corrugated iron to finish the outside, Asbestone has used corrugated asbestos which it manufactures. The siding has stood up well during four years. In fact, Paul Charbonnet, Asbestone's vice-president, and Harry Charbonnet, secretary—who, together, designed the product-use demonstration—like to point out that corrugated iron often is not in as good shape after as many years.

Inside the offices are corrugated wall panels and corrugated corner and stair effects in colors—all Asbestone. Asbestone employees literally live with the product.





Greater Miami's sensational rate of growth is now a matter of official record. Preliminary census tallies just released set the total for the Greater Miami market (Dade, Broward, Palm Beach, and Monroe counties) at 712,459 -- with absentee residents still to be counted. This figure not only tops estimates, but represents a gain over 1940 of better than 77%.

Coupled with retail sales of \$826,700,000\*, the official tabulations clearly establish Greater Miami as one of the nation's leading markets.

And, best of all, this lively, expanding area may be reached easily, economically, and entirely with just one paper -- The Miami Herald -- Florida's outstanding sales medium.

\* 1948 Census of Business



JOHN S. KNIGHT, Publisher  
 STORY BROOKS & FINLEY, National Reps.  
 A. S. GRANT, Atlanta  
 Affiliated Stations -- WQAM, WQAM-FM

MIAMI--An International Market





## how to score with sales prospects

Every working day, The Wall Street Journal steps up to the plate before an audience of 261,580 businessmen and puts on a big-league performance.

With such a knowing audience in the stands—men who control or influence the bulk of major business decisions throughout the U. S.—The Wall Street Journal works hard to maintain its role as the most valuable player among business publications.

*The only real umpire in this game—the reader—calls 'em close. Journal circulation has more than quadrupled in only 8 years, with a renewal rate at all times in excess of 70%—top batting in any league!*

Advertisers are aware of The Journal's increasing appeal among the top business prospects in the country. To maintain a high sales average, they rely on The Wall Street Journal — The Only National Business Daily. If you advertise to business, The Wall Street Journal should head your list.

### THE WALL STREET JOURNAL

44 Broad Street, NEW YORK  
911 Young Street, DALLAS  
415 Bush Street, SAN FRANCISCO

# Shop Talk

## The Bill for Transportation

In this issue (page 46) we present some up-to-date figures on salesmen's automobile costs as developed by R. E. Runzheimer. Mr. R., of the company bearing his name, has been worrying about auto expenses for 20 years. He has developed an auto cost control system of individual car-by-car accounting which he has set up, and continues to administer, for a sizeable number of nationally known companies.

Some time ago SALES MANAGEMENT asked him to work out something helpful for firms that do not have facilities for detailed auto cost accounting. This resulted in a study called "How to Compute Salesmen's Auto Allowances in 42 Areas." The material in this issue is a current version of that article. It might be expected to be most helpful to the medium-size or small company that is operating a relatively small number of cars. In such cases, something less than expert cost accounting may be justified.

While Mr. Runzheimer's figures will be definitely helpful to a large number of companies (as the last one was, judging by the number of reprint orders), it is not presented as anything in the nature of a final answer to the auto cost problem.

So far as salesmen's automobile operation is concerned, any company can do one or more of three things:

1. You can own your own company fleet. This is practical only under certain very definite conditions. One of these conditions is that you must operate quite a large number of cars.
2. You can buy transportation from your salesmen who own their own cars. There are many different ways of handling compensation. The most debatable, probably, is the flat per-mile allowance plan.
3. You can lease cars. There are certain conditions under which leasing will result in maximum economy. Any commercial leasing firm can furnish cost data.

If your auto costs are running into big money, the best suggestion SM can make is that you explore each of the three methods with specific reference to the details of your own selling operation. No one plan can be recommended for everyone. In fact, some companies use two, or all three, of these plans, for varying parts of their transportation requirements.

Most debate in the field centers, as we have said, around the flat allowance to salesmen for salesman-owned cars. Most of SM's inquiries ask what constitutes a "fair" per-mile allowance; hence we feel impelled to repeat, here, some of the things we had to say when the last Runzheimer auto cost study was published.

A typical sales manager asks us, "Should we raise our present auto allowance, and if so, how much? We've been paying 5c." Our answer: We do not know.

The trouble arises because sales managers are begging for a categorical answer to a question that, in our opinion, can have no categorical answer.

It's like asking, "How much should it cost to heat my house for a year?" Where is your house, Alaska or Tennessee? What's its building construction? Is it insulated? How big are the rooms? Do you use steam, hot water, gas, oil—what?

And so with cars. The only way we know to get trustworthy figures on car costs is to do it on a custom car-by-car basis. What make, type, and year of car is a given salesman driving? Where is his territory? How many miles does he cover in a year? Not until these, and some more related questions are answered can you develop accurate cost data.

Auto costs will be subject to challenge either by the company treasurer or by the salesmen themselves so long as the firm is unwilling to set up the necessary cost-accounting machinery in its own offices, or is unwilling to buy the services of someone who can do the job for them. The point is, it must be done if we want maximum economy in car operation, if we want to cut down on quarrels with salesmen which damage their morale and encourage them to pad expense accounts, and if we want to get this chronic problem out of our hair. We'd never think of trying to run the factory without five-decimal figures on per-unit cost on the company's product, but we persist in hoping that we can settle the auto question by allotting a flat rate per mile, for all cars, for all territories.

The flat rate, as we have so often pointed out, is likely to be unfair to both the company and the salesmen. Some salesmen are bound to be overpaid. Others won't be able to make ends meet and they'll grouse about it continuously. The company won't know whether auto costs are excessive and, if so, how excessive. Miscalculated auto allowances can run into big money.

In SM for July 1 we printed some auto cost estimates in connection with a study on salesmen's expense allowances. We reported there that the average per mile allowance is now \$.0619 as compared with \$.0579 in 1947. But we pointed out plainly that such figures need to be used with caution because so many of the firms reporting in the survey admit that they offer only careful estimates, not true costs. The figures we offered, therefore, while helpful in a general way as a basis for comparison, by no means classify as gospel.

Careful study of company-owned vs salesman-owned vs leased-car operation may lead a firm to the conclusion that no one plan is adapted to all operations within the company. Sterling Drug, for example, uses both leased cars and salesman-owned cars. SM reported fully on this company's analysis of auto costs in an article "No More Company-Owned Cars for Sterling's 600 Salesmen," in the issue of October 1, 1949.

The only other recent figures SM has reported on auto costs cover the company-owned fleet of General Foods Corp. See SM June 1, 1950.

The Society of Automotive Engineers will devote a full meeting session, in October, to discussion of auto costs, with particular attention to auto leasing. SM's editors will attend, will report probably in the November 1 issue, on findings from this seminar.

**A. R. HAHN**  
Managing Editor.

## KEEP ABREAST THE TIMES ON...



● With ACB Newspaper Research Services you need never miss a daily newspaper advertisement you ought to see, no matter where or when it may run—in any of the 1,750 U. S. dailies!

The national and local advertising columns of daily newspapers are the great proving grounds for new ideas in products, merchandising plans, and new sales approaches. Use ACB services to keep abreast the times on new and old competition . . . new products . . . new copy themes, new uses.

Executives are invited to send for our catalog which outlines 12 ACB Newspaper Research Services. You will be agreeably surprised at the modest cost for which a service, built to your own special needs, can be furnished.



**Send for Catalog**  
Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.

79 Madison Ave., NEW YORK (16)

538 S. Clark St., CHICAGO (5)

161 Jefferson Ave., MEMPHIS (3)

16 First Street, SAN FRANCISCO (5)



*The*  
**ADVERTISING  
CHECKING BUREAU  
INC.**

# Are Your Letters Loaded With Starched Cliches?

BY EDWARD JONES KILDUFF

Do they sound as though they had been dictated by the Tin Man from the Wizard of Oz? Let's begin to write as we talk, in a cheerful, friendly and courteous fashion. A human business letter is an effective business letter.

The story is told (and it is a familiar one in my trade) of the Chicago judge who, running independently of party affiliations, was elected time and again. A Chicago newspaper editor was curious about why this happened (He thought he smelled an underworld connection.) and he assigned one of his ace reporters to solve the mystery.

The reporter got hold of the Clerk of the Court, discussed the matter over beer and pretzels in Joe's Bar and Grill and later told his editor that the judge won his elections by the letters he wrote.

The editor naturally asked: "Well, what kind of letters does he write, to whom, and what has all that got to do with it?"

Then the reporter let go: "It's very simple," he said. "The judge comes to court every day with the morning newspapers. He first turns to the obituary notices and puts a check mark against the name of the deceased person if he lived in the judge's election district. The judge then checks the marriage announcements, engagement announcements, and birth notices having to do with persons in his district. Finally, while court is in session and while a tedious case is being tried, the judge handwrites appropriate personal letters on his official stationery to the persons concerned.

Each day—day after day—he sends out five to 10 personal, handwritten notes. Here's one he gave to the Clerk to mail:

Dear Mr. and Mrs. Butler:

I was delighted to learn of the engagement of your daughter, Jane, to George Cassidy.

Please present my best re-

gards to the youngsters and tell them how much I wish them happiness.

Very sincerely,"

"And you can be sure," continued the ace reporter, "that the recipients do read such letters and do pass them around to their friends. Then, when election time comes along and all those people go to the polls to vote, they see this judge's name and the names of other candidates. They recall that the judge wrote them a letter when Uncle Nick died, or when sister Josie was married, or when little Skipper was born. Then bingo! —they pull down the lever opposite the judge's name and he gets their vote."

One human letter — one, single, personal human letter written by the judge perhaps two years ago — did more to get that vote for that judge than all the campaign speeches and newspaper editorials did for his opponents.

Writers of business letters can

learn a lot from that story. And they too can win "votes." They too can write more resultfully—if they will apply the principle of effective writing that lies behind it:

People, even seasoned businessmen, are strongly influenced in their actions by their emotions—by how they feel toward you, the writer. Businessmen are as human as the rest of the world. Don't forget that fact when you start to dictate a business letter.

Now, let's see how you can use this principle in the opening sentence of your letter. The routine, unhumanized, "opener" too often goes somewhat as follows:

Dear Sir:

Yours of the 28th ultimo to hand and contents duly noted, and in reply would beg leave to state that our Mr. Joseph Carmody will be in your town on or about February 20 to show our summer line. . .

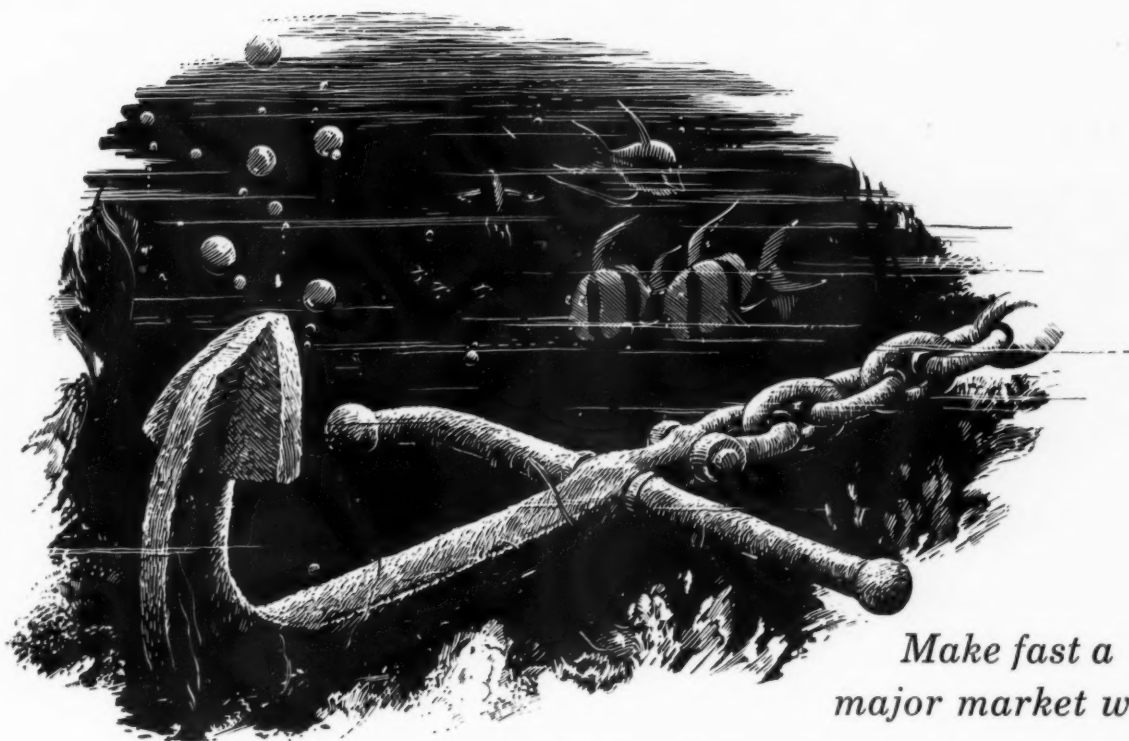
Such an opening sentence in a letter to a customer or prospective customer is about as good human relations as are cold, flabby handshakes and an old-fashioned-banker's eye. Of course, if you know that the small retailer addressed is a bad credit risk, you may believe you are justified in writing to him in that cool, non-committal tone. Even so, don't overlook

## About the Author

Professor Kilduff, now in his 38th year of teaching at New York University, is the author or co-author of "Advanced Business Correspondence," "Handbook of Business English," "Words and Human Nature," and "Knowing and Using Words."

He has served as consultant in business writing to such companies as Westinghouse Electric Corp., National City Bank of New York, and Western Union. He is a past president of the National Association of Teachers of Marketing, a past president of the American Business Writing Association, and a member of the editorial staff of The New Century Dictionary.





*Make fast a  
major market with*

## DEPTH OF PENETRATION

Modern management has learned the wisdom of directing its sales message at a specific market and of anchoring it there. This calls for penetration to the major interests and desires of that market. Such penetration is often one of the most difficult problems in advertising.

When you advertise in THE CHRISTIAN SCIENCE MONITOR, you are sure you are reaching the basic buying impulse of MONITOR families in the most convincing manner. MONITOR readers go out of their way to buy goods advertised in this, their favorite newspaper. Leading merchants throughout the country tell us that MONITOR readers ask for nationally-advertised brands seen in the MONITOR. Furthermore, the "spendable income" — money available for the good things of life — is definitely above average among MONITOR readers.

May we prepare for you a tailor-made program of advertising in this newspaper? — THE CHRISTIAN SCIENCE MONITOR, One, Norway Street, Boston 15, Massachusetts.

*News, Advertising, Readership  
Devoted to Building a  
Better Civilization*

SPEAKING OF DEPTH OF PENETRATION, HERE IS WHAT ONE ADVERTISER SAYS:  
*"Our full-page advertisements have appeared several times in all the leading newspapers of the country, from coast to coast. Three papers have surpassed all others in the amount of business produced, per dollar spent. The Christian Science Monitor is one of these three."*

### *The* CHRISTIAN SCIENCE MONITOR

*An International Daily Newspaper*

#### *Branch Offices*

NEW YORK: 588 Fifth Avenue  
CHICAGO: 333 N. Michigan Avenue  
DETROIT: 3-101 General Motors Building  
KANSAS CITY: 1002 Walnut Street  
SAN FRANCISCO: 625 Market Street  
LOS ANGELES: 650 S. Grand Avenue  
SEATTLE: 824 Skinner Building  
PARIS: 56 Faubourg Saint Honore  
LONDON, W.C. 2: Connaught House,  
163/4 Strand  
GENEVA: 28 Rue du Cendrier

Listen every Tuesday night to  
"THE CHRISTIAN SCIENCE MONITOR VIEWS THE NEWS"  
with Erwin D. Canham, Editor, over the ABC network

the fact that the bad credit risk of today may be the good one of tomorrow. (His 75%-bracket uncle can't live forever, you know.)

Let's try it this way:

Dear Sir:

I was glad to get your letter, and I deeply appreciate your interest in our new summer line. . . .

Or this way:

Dear Sir:

Thanks for your letter. I deeply appreciate your interest in our new summer line, and . . . .

Some older writers won't care much for that kind of "opener." It seems just too simple . . . too "un-businesslike." They will miss their old, mouthfilling expressions such as "yours of the 3d instant," "beg leave to say" and "contents duly noted." (By the way, how many readers know what "instant," "ultimo," and "proxi-

mo" mean? And what does "duly" mean?)

One reason we still find so many business letters phrased in these stuffy, pseudo-legalistic, unnatural terms is because younger men who are beginning to dictate listen in on older men to see (or hear) how they do it. That's only natural. They hear the older fellows dictating such phrases as "yours of even date," "in re your favor of the 4th inst.," and "in reply to same would advise." These younger men say to themselves: "Oh, that's the way they do it" and proceed to imitate the bad habits of their seniors. The seniors—if they stop to think about it—picked up the same phrases in the same manner when they started as dictators.

### Take Warning

One way, then, to humanize letters is to cut out using such phrases if you are using them. If you aren't using them, stay away from them—they'll do you no good.

Watch those endings or "closers" of letters. How many times have you seen endings such as:

Hoping and trusting we may be favored to receive future orders from your good selves and extending to you the compliments of the season, we beg to remain

Yours etc.,

With renewed assurances of our esteem and with our sincerest best wishes for your welfare, we are

Yours faithfully,

Once a dictator starts using that style of "wind-up" before he lets go of the ball, he should look out. The "hoping and trusting" business, in particular, sounds so smooth, so rhythmic, and seems such an easy way to get out of a letter that it becomes a habit difficult to break. Suddenly the dictator wakes up to the fact that all his letters end with the same sing-

### Adjustment Letter—1900 Model

Dear Sir:

We beg to acknowledge the receipt by mail in due course of your complaint as set forth in your communication of the 29th ult. to the effect that you claim that we made an overcharge in your bill of Feb. 1, and in reply to same wish to state that pursuant to your request we have carefully investigated to ascertain the correctness of your claim and now beg to report that we find that because of a slight clerical oversight in transposing the digits 5 and 9 in the price listed for one of the items (you were billed on this item for \$95 instead of correctly \$59) the ensuing result was that the total was improperly rendered as one hundred and forty (\$140) dollars instead of the correct amount which appears to be one hundred and four (\$104) dollars as indicated in the enclosed bill and which is now due and payable as per our usual billing terms.

Hoping that the above explanation is completely satisfactory and trusting that you will not have cause to complain again about such a matter, we are

Yours truly,

### Same Letter—1950 Model

Dear Sir:

Thank you for having pointed out to us the error we made in your bill of Feb. 1; and we apologize sincerely for all the trouble we caused you.

As you requested, we are enclosing a corrected bill.

Yours truly,

PERIOD PIECES: Are your letters still decked out in bustles and high button shoes? See how stiff and stilted the letter on the left sounds . . . how the same com-

plaint can be handled in fewer words and project a much friendlier feeling. Moss-grown phrases of the Mauve Decade have no place in today's business correspondence.

## MERCHANDISING IMPACT built on Facts from Forbes



Large shipments or small ones...light or heavy, dogs, diamonds or dynamite; whatever you ship, TWA will carry it swiftly to its destination. TWA serves shippers in the U.S.A., Europe, Africa, Asia.

**SHIPPERS GET THE IDEA** that there's no shipment too big or too small for TWA to carry, when they see this large 8-color Air Cargo display. Other pieces in this latest TWA merchandising "package," produced by Forbes, include a miniature Air Cargo display and a passenger travel display. All produced in English, French, Italian and Spanish to attract both importers and exporters on an international basis. Trans World Airlines' art director is Rex Werner.



**HOME OWNERS GET THE IDEA** that Dutch Boy is the paint for them when they're attracted by the famous trade figure on all Dutch Boy labels, lithographed in 4 colors by Forbes. Point-of-sale selling copy and point-of-use directions make the back of each Dutch Boy label do the double duty of winning customers and holding them.

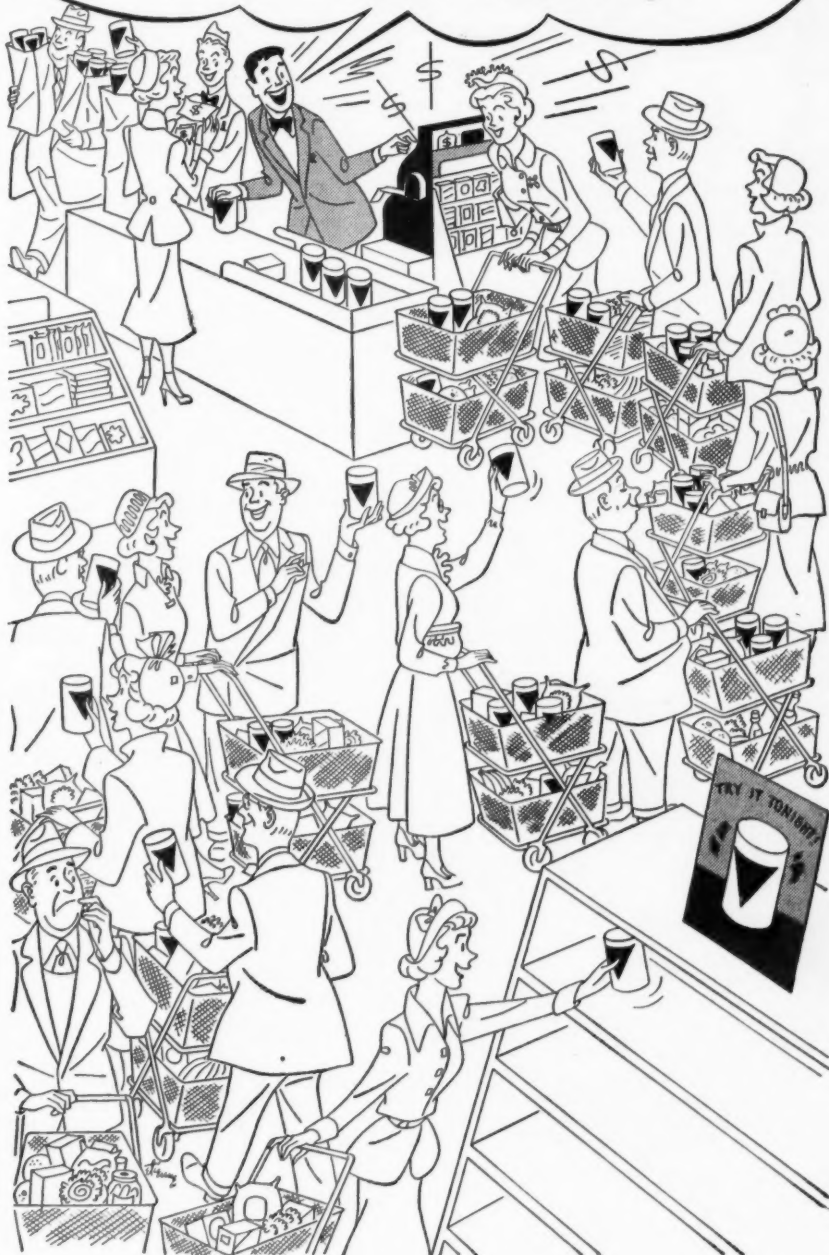


**HOUSEWIVES GET THE IDEA** that double-acting Rumford Baking Powder insures baking success when they see and read these four recipe books, letterpressed by Forbes. Four-color covers reproduce cakes, cookies, biscuits and muffins with mouth-watering appeal. The Rumford Company's agency is James Thomas Chirug Co.

**FACTS FROM FORBES** are helping more and more advertisers to increase the impact of their merchandising. These facts derive from Forbes' experience, continuous studies and unique facilities in lithography, letterpress, web gravure, die stamping under one-roof management control. Ask the Man from Forbes to tell you more.

AUGUST 15, 1950

**I DIDN'T KNOW THOSE  
LABELS WERE LOADED!**  
(with Sales..that is..)



Don't let your dealers get caught with their stocks down. Warn them to expect an avalanche of impulse sales when your labels are *impact-packed* by the Facts from Forbes. Results are immediate, our clients say.

### FORBES LITHOGRAPH CO.

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

*Delivers Merchandising Impact*





# RUN of PAPER FULL COLOR now available in BUFFALO

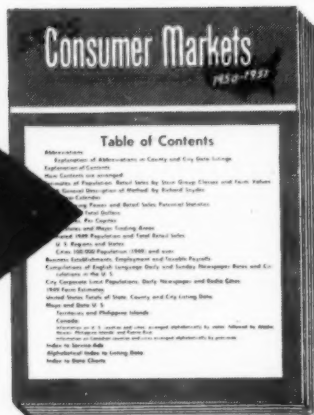
DAILY...Black and 1, 2 or 3 additional colors.

SUNDAY...Black and one color.

For  
Details  
Contact



Here's  
the most complete,  
most up-to-date  
source of market  
information



...for initiating or revising distribution and sales plans, comparing opportunities in individual markets and media, or otherwise investigating ways to step up sales.

The 1950-1951 Edition of CONSUMER MARKETS, a Section of *Standard Rate & Data Service*, packs nearly a thousand pages with comprehensive, complete, up-to-date information covering every state, county, and city of 5,000 and over in the U. S., plus all cities with radio stations or daily newspapers, regardless of size.

Only the 1950-'51 CONSUMER MARKETS gives Retail Sales Estimates adjusted to the current Census of Business, assuring more accurate figures for

sales and market analysis. Only CONSUMER MARKETS reports basic trend statistics that enable you to see growth in local markets at a glance. CONSUMER MARKETS, used with the regular monthly Consumer media Sections of SRDS, makes media-market comparisons easier, faster, more accurate.

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## Consumer Markets

A Section of Standard Rate & Data Service  
Walter E. Botthof, Publisher  
333 North Michigan Avenue, Chicago 1, Ill.  
New York • Los Angeles

song. When we finish talking with a man at his office, we usually stand up, shake hands, and say "Good-bye" or "So long." That's the way it should be with a business letter. Say what you have to say—then "Yours truly." Here are several examples:

May we expect your check by return mail?

Yours truly,

Thanks again for your order.

Yours truly,

We shall appreciate it, therefore, if you will send us two copies of the contract.

Yours truly,

Another way to humanize letters is to be natural, to be yourself—to talk like a human being. Try to dictate in the language you would employ if you were face-to-face with your reader. The moment some fellows turn on their dictating machines or call in their stenographers, they clear their throats and go "literary." They begin to use big words such as "sales volume, when measured by pragmatic standards, is . . ." and "such decrements in this sales territory were not unforeseen." Or they toss in a few Latin or other foreign language expressions such as "we approve this sales plan in toto," or "he used an *argumentum ad hominem*," or "if you take his statement *au pied de la lettre*, you will find . . ." What are they trying to do, anyway—write for posterity, or write to get results?

I move around a bit with some successful businessmen, and I rarely hear them talk like that. The bigger these businessmen are, the simpler and more human they are—and the simpler and more human their language is. There are exceptions, of course. And, oh, yes: I know that diplomats often use big-word, double-talk language, but they have a sound reason: Either they have nothing to say for publication, or they are under instructions to say nothing—so they say nothing in recondite, esoteric, and sesquipedalian words. So you've noticed it, too?

"It's much easier to get into a rut than to stay out. . . . Many salesmen, unless they're extremely careful to avoid it, are doomed to get into ruts early in life, stay in ruts as long as they live."

"The Handbook of Selling"  
by Charles B. Roth

# Worth Writing for . . .

**Booklets, Surveys, Market Analyses, Promotion Pieces  
and Other Literature Useful to Sales Executives**

**"Dictate with a Big You:"** Third booklet in a series on better letters put out by Fox River Paper Corp. (Appleton, Wis.). It invites you to try the "We-You" test (right use of the word "you" and wrong use of the word "we"). It tells how to visualize your reader; how to get twice the power in your letters; how to put yourself in your reader's shoes; how to make your tone and language suit your reader . . . and more. At the end there's a six-point test which, if you can pass it, will help you to solve your public relations and personal contact problems. Write to Paul C. Wesco, Vice-President, at the address given above.

## **How Big Is a "Big Builder"?**

Where's the bulk of home building done? How many houses a year do builders build? What are the popular price ranges? What new sales features are builders adding to their 1950 houses? Answers to these and many other questions are found in a report of a study conducted by the Market Research Department of *Practical Builder*. In two sections—Residential and Commercial and Industrial—the report reveals building and remodeling activities of the magazine's representative subscribers for 1949 and their planned or projected activities for 1950. Requests for copies should be addressed to J. F. Koellisch, Merchandising Manager, *Practical Builder*, 5 S. Wabash Ave., Chicago 3, Ill.

## **Retail Grocery Automobile**

**Route List:** Compiled by *The Oregonian* Research Department, it is designed to help you make quick and easy sales calls in Portland, Ore., and suburban areas. Publication of route lists for the food field has been a service of this newspaper for some time. The 1950 listings are coded to indicate chain, independent or affili-

ated buyers, sellers of alcoholic beverages, fresh meats, frozen foods, light drug or sundry items. Included is a listing of offices of chains, buying associations, restaurant and hotel grocery supplies and wagon jobbers. New this year is a section listing 14 tobacco and candy jobbers, and "how-to-get-there-the-easiest" directions for 22 routes to comply with Portland's new downtown one-way traffic grid. Write to George P. Griffis, Promotion and Research Manager, *The Oregonian*, Portland, Ore.

## **Coffee and Instant Coffee Sales in the New York Market:**

A report of a merchandising study conducted among members of the *Grocer-Graphic* Retail Panel. Data on coffee include brand distribution in all areas, by geographic area, by type of neighborhood, by store volume, total weekly sales in pounds—all brands, weekly sales in pounds by brand, sales in pounds by store volume, sales in pounds by geographic area. Data on instant coffee cover: brand distribution in all areas, distribution of instant coffee by store volume, brand distribution by type of neighborhood, geographic area, and store volume, and the effect of display on sales. For copies write to J. Wilford Megargee, Business Manager, *Grocer Graphic*, 386 Fourth Ave., New York 16, N.Y.

**The Folding Carton:** A 53-page booklet published by the Folding Paper Box Association of America contains 11 sections which cover such subjects as Development of the Industry, Folding Carton Design and Basic Styles, Use of Various Types and Grades of Board, Present Board Terminology. Copies may be obtained from Wilbur F. Howell, Secretary, Robert Gair Co., 155 E. 44th St., New York 17, N. Y.

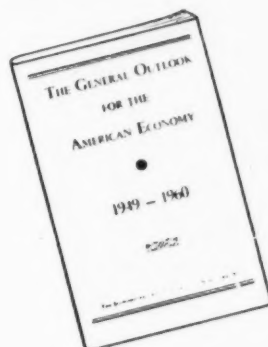
## **gaining position for your firm**

The Econometric Institute can help you chart the course of your business through the troubled times ahead.

Usually a sales manager has plenty to do to keep the stuff moving after it has been produced. Today, at policy sessions, you hear more and more about the many "ifs" that beset the whole routine of production and sales alike.

The Institute can help solve many of these problems—those of the sales manager, the plant manager, the finance committee and the big boss too.

Tell them about us. The rest of the top brass will thank you after we explain how we get the answers on production, prices, construction, finance and sales volume.



Write us now for your free copy of this revealing 10 year forecast of business trends by Dr. Charles F. Roos, President of Econometric.

## **The ECONOMETRIC INSTITUTE**

817 Fifth Ave.  
New York 21, N. Y.  
TR 9-5100

**"Forecasting Business  
is Our Business"**

# STOP!

...and consider what television has done and is doing in the Memphis market area.

# LOOK!

...at the more than 44,000 television homes, ready to be told and sold by you.

# LISTEN!

...to the line-up of big name stars now being telecast in Memphis over WMCT.



MILTON BERLE

PERRY COMO

KAY KYSER

For availabilities, see your nearest Branham representative.

## OTHER OUTSTANDING PROGRAMS

Fred Waring  
Break the Bank  
Arthur Godfrey  
Roberta Quinlan  
Hopalong Cassidy  
Toast of the Town

Television Theatre  
Cavalcade of Sports  
Show of Shows  
Voice of Firestone  
This Is Show Business  
Sports Features

(These are but a few of the many network and local shows carried by WMCT.)

# WMCT Television

WMC • WMCB • WMCT

National Representatives

The Branham Company

Owned and operated by the Commercial Appeal

CHANNEL 4 • MEMPHIS

AFFILIATED WITH NBC

Also affiliated with CBS, ABC and DUMONT

## Blueprint Helps Workers Sell Utility to Its Customers

Book, "Friendship in Business," is *must* reading for all new employees of the Louisiana Power and Light Co.

A comprehensive blueprint to help each employee sell his company every time he meets one of its customers has been worked out by Louisiana Power and Light Co. which serves 40 parishes (counties) of the state.

Bound in a book, "Friendship in Business" by the utility's personnel director, W. H. Senyard, it breaks down every motion and mannerism for selling, service, office, outside contact, and indirect contact employees.

Mr. Senyard believes that public relations are inextricably tied up with employee relations — and the way employees handle every contact with the public. The book, therefore, is issued to all new employees of Louisiana Power and Light Co. and used to teach them the business of "Friendship in Business." It is not for casual, spare-time reading. Periodic quizzes are given on its contents, and only after an employee has satisfactorily passed his tests in business friendship can he be taken off his initial probationary status. Moreover, he is expected to live by these "friendship factors" in his daily work.

The course is lengthy on various points of procedure. Additionally, all salient points are broken down for quick reference. They are in the form of check lists for workers in the various phases of the utility's operations.

### Meeting the Public

For example, meter readers, who meet the public every day as representatives of Louisiana Power and Light Co., are advised, among other points, that:

"7. If the customer seems anxious to learn how to read a meter, explain it in as simple a way as possible.

"8. If a customer wants to know the kilowatt hour consumption for the month, give it to her but do not state the amount of the bill unless you know positively to the penny what it will be."

For company cashiers, a check list is presented in the form of a questionnaire. Examples include:

SALES MANAGEMENT



"4. Do you study and try to understand rates that apply in your district so that you can explain them to others in a manner they can understand?"

"6. Do you try to make customers feel welcome when in your office, just as you would your friends when in your home?"

Handling complaints is the spot at which more corporate friendships can be made and lost than at any other in the web of customer-company relationship. Here are some of the points emphasized:

### Pointers to Note

"1. Talk to your customers in private . . . without interruption.

"4. Don't use the expression, 'That's the rule.'

"5. Get at the real basis of the customer's complaint, and work from there.

"7. Use the customer's name when possible so that he will feel he is getting personal attention.

"9. As a final thought, if it's within our power, never let the customer leave our presence or place of business dissatisfied."

In the realm of better telephone manners, people at Louisiana Power and Light Co. are given a dozen rules for cementing customer friendship. Two examples are:

"9. Be pleasant. Put some feeling into your telephone voice—some sincerity. Make your caller feel you appreciate his call and that you and your company are anxious to be of assistance.

"12. Follow up. Don't let the customer's request, report, complaint or whatever it may be die on the vine. Do something about it. Check back with the customer after that has been done."

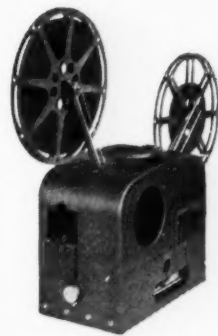
To guide drivers of trucks and cars carrying the emblem of Louisiana Power and Light Co., the company offers this, among other, suggestions:

"3. You should never insist on the right of way with other vehicles. You may be entitled to it and the other driver may be absolutely wrong. You may be able to take it without an accident. Don't forget, though, that you are the advertising manager of a moving poster. . . ."

Some employees neither see nor talk to customers, but they influence customer attitudes toward the company. These are the people who write letters on the stationery of Louisiana Power and Light Co. Rules for good correspondence offered in the business friendship course may be summed up: Write simply and naturally, and answer all correspondence promptly.

# "Our safety messages really hit home"

—says E. B. Peters, supervisor of personnel,  
The Ohio Oil Co., Terre Haute, Ind.



**F**OR showing industrial films of all types you want a projector that brings out every detail—gives unobtrusive operation—delivers full, natural sound—and will stand up under hard usage. That's why Filmosound is the favorite in industry today! Write for further information and for our new booklet, "Free Film Sources."

### SINGLE-CASE FILMOSOUND

The 16mm Single-Case Filmosound shown here is only one of several models available. It is easy to operate and easy to carry. And it's guaranteed for life!

**Guaranteed for life.** During life of the product, any defects in workmanship or materials will be remedied free (except transportation).

You buy for life  
when you buy

# Bell & Howell

Chicago 45

## Railroads

(Continued from page 39)

prestige might be embarrassed. Here is the House of Morgan today, working both on the railroads and General Motors, which is now turning out three million rival carriers a year. Old J. P. Morgan didn't like the ICC. As Frederick Lewis Allen wrote, he "thought people like himself could handle things better."

But long before the gasoline engine upset them, the railroads were pushing themselves off the rails. By 1895, 169 were in receivership.

Like doctors, bankers get paid even if the patient dies. To some five million Americans they have sold the present total of \$23.3 billion of stocks and bonds of Class I roads. When things go badly they try to persuade investors to shell out some more. And when things get real bad, the bankers draw fees for "reorganizing."

Usually, themselves, they own little of the railroads. But they become directors as "representatives" of the unorganized owners. Critics say they represent mainly "the vested interests in the old ways."

Banker-directors get much of the blame for the fact that the funded debt of Class I roads today totals \$9.3 billion, or more than gross income from all sources. The 19 larger roads alone owe \$6.4 billion—led by the New York Central, \$963 million for its system and \$626 million for

the Central alone; the Pennsylvania, \$693 million; the Southern Pacific, \$636 million.

Among the 19, only the Santa Fe, Union Pacific, B&O and New Haven reduced their debt last year. Norfolk & Western's was unchanged at \$44 million, much the lowest of the lot.

On interest on debt alone in 1949, New York Central and subsidiaries paid \$36 million and the Pennsylvania, \$25 million.

If the railroads had tailored facilities to reasonable needs, the critics assert, they might have less cause to complain of taxes—\$124 million for these two roads combined last year.

Grand Central Station looks less grand against an annual loss of \$11 million.

### New Terminal?

(As the largest stockholder of the New York Central, Robert R. Young plans to move it to the New Jersey meadows!)

The railroads brag of spending, since 1921, \$30 billion to improve their fixed plant and billions more for rolling stock. But maybe the bankers and others got them to spend more than was necessary.

Young shows that on a single freight car there are 145 patented items—"145 racketeers." He recalls one late and grateful patentee who left \$5 million to cooperative railway purchasing agents. . .

Has the railroad industry become a \$28 billion orphan—lacking direction either from its real owners or from its operating managers?

Of the 270 men who sit on the boards of the 19 largest roads, only 49, or a bit more than one-sixth, appear to be railroad men. Some of these are not active railroad men. The other 221 include big and little bankers, insurance men, lawyers, a few publishers, and quite a lot of industrialists or shippers.

The shippers are the railroads' customers. One wonders whether General Foods or General Mills would bring in John Hartford of A&P or Lingan Warren of Safeway Stores to direct their operations. . .

Among the 49 "railroad" directors, none seems to be a traffic or sales executive!

Selling has been sidetracked by the railroads.

The men responsible for bringing in \$9 billion of business a year aren't asked to the controlling councils of their companies.

Contrast this with the airlines:

Among 69 directors of the Big Four domestic airlines—American, Eastern, TWA and United—18, or more than one-fourth, are active executives of their companies. Two of the four have put their top sales executive—Paul H. Brattain of Eastern and E. O. Cocke of TWA—on the board. Sales heads of some smaller airlines also are directors.

## SALES AND ADVERTISING EXPENSES OF A BAKER'S DOZEN

-1949-

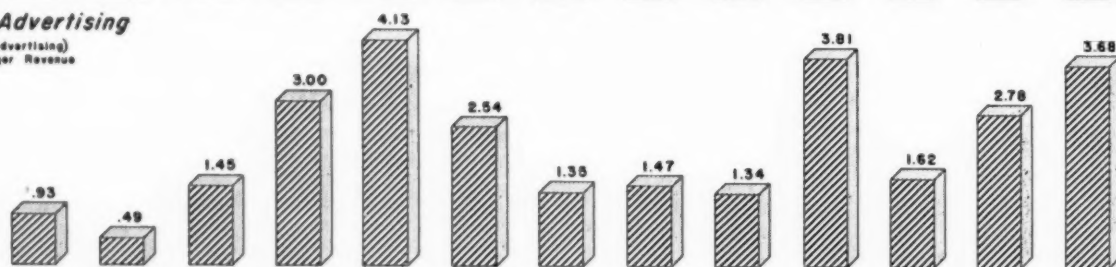
### Freight Advertising

(40% of Total Advertising)  
as % of Freight Revenue



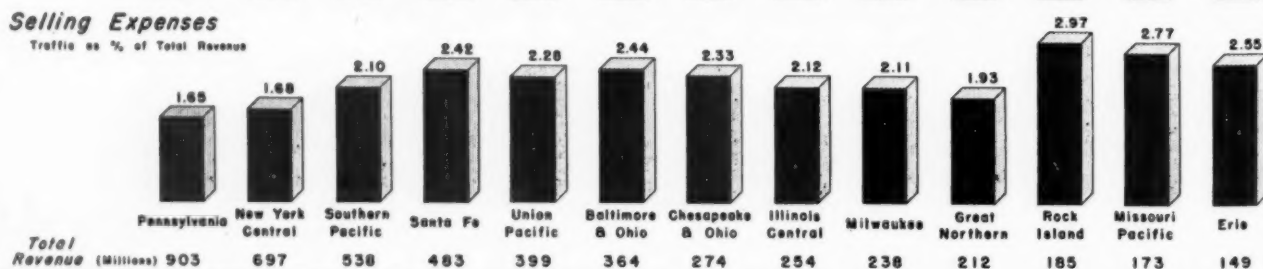
### Passenger Advertising

(80% of Total Advertising)  
as % of Passenger Revenue



### Selling Expenses

Traffic as % of Total Revenue



Total Revenue (Millions) 903 697 538 483 399 364 274 254 238 212 185 173 149

Chartistics, Inc.

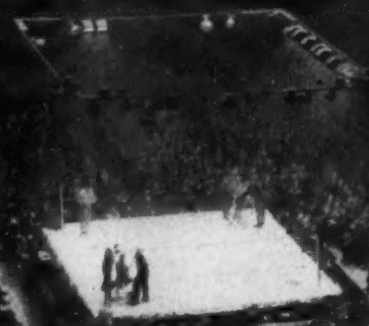
**COMING UP**

**THE MAIN EVENT . . .**

**THE NATIONAL SHOE FAIR**

**CHICAGO**

**OCTOBER 30-31, NOVEMBER 1-2**



**AND BOOT and SHOE  
Recorder's  
GREAT NATIONAL SHOE FAIR ISSUE  
OCTOBER 15TH**

**A**ll signs point to the greatest National Shoe Fair ever! Inventories, the country over, are lower. Prospects are bright for a greater than seasonal acceleration of business at retail this Fall. Retail and Department Stores are in a better position to buy than they have been for many years . . . **ALL OF WHICH MEANS BUYING ACTION AT CHICAGO.**

. . . and for that "Main Event" Boot and Shoe Recorder will publish its usual Shoe Fair Issue October 15th, most eagerly awaited issue of the whole year.

The advertising pages of this issue have come to be accepted as the greatest single

compilation of the sales messages, plans and promotions of manufacturers of Shoes, Materials, Allied Products and Store Equipment, of the whole shoe merchandising year.

Because of the usefulness and comprehensiveness of its editorial and advertising folio and its impressive format, this Shoe Fair issue is a year 'round "desk copy" Buying Guide for Shoe Store and Department Store Executives. "Must" reading for Buyers attending the Fair and for those remaining at home, it's an advertising must for all who wish to tell and sell this \$3 billion, at retail, Shoe Market.

**FORMS CLOSE**

**OCTOBER 1**

**A. B. C. NET PAID CIRCULATION**

**PLUS 20,445  
ADDITIONAL CIRCULATION AT THE FAIR**

**BOOT and SHOE  
Recorder**

**NATIONAL VOICE OF THE TRADE  
100 EAST 42ND ST., NEW YORK 17, N. Y.**

**A CHILTON PUBLICATION**

**NEW YORK**

**BOSTON**

**PHILADELPHIA**

**CHICAGO**

**ST. LOUIS**

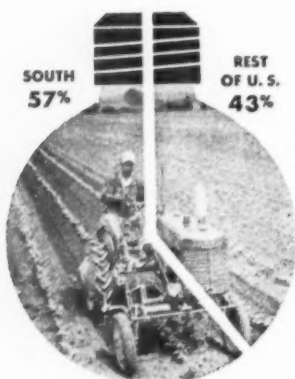
**LOS ANGELES**

**AUGUST 15, 1950**



## The South has become the country's most important market for farm equipment

In an area where potential is least saturated sales continue to rise, and implement makers push Southern plant expansions.



**1946-49 Rural Electric Line Construction—a reflection of Southern Farm Prosperity**

404,627 miles of rural lines have been erected down South during this progressive period, constituting 57% of the nation's total. Now, more than 45% of the country's electrified farms are in this market.

The one business paper in the field which adequately covers all these outlets is SOUTHERN FARM EQUIPMENT. Circulation is 13,500. This carries your advertising to more than twice as many farm equipment outlets in the South and Southwest as any other publication in the field. Schedule adequate space for the remainder of 1950 and straight through '51.



### COMING! OCTOBER SPECIAL ISSUE:

Readers will be given: vital information on local availability of equipment; solutions to dealer problems; promotional helps, etc. An important issue. Schedule adequate space.

### Southern Farm Equipment Section of SOUTHERN HARDWARE



806 Peachtree St., N. E.  
Atlanta 5, Ga.

Percentage-wise, the South is changing to mechanized farming faster than the nation as a whole. And it is estimated that in this market 2 million more farms must turn to additional power machinery and labor-saving equipment to meet demands for greater efficiency and lower production cost.

To meet this increasing demand, John Deere, Massey-Harris, Oliver, Case, I-H, Allis-Chalmers and other leaders have located new plants or enlarged branches in the South during the past 2 years. Present farm income is almost quadrupling 1940 figures. Southern implement outlets expect the 1950-51 season to be their best ever.

To influence these sellers of farm equipment your advertising must reach three different types of outlets in the South. Exclusive equipment dealers, hardware stores with heavy implement departments, and the large general stores must all be cultivated.

Four of the 19 railroads, each of which still does \$150 million and more sales annually, don't have even a freight traffic vice-president. Only two of the 19 have passenger traffic vice-presidents: Thomas J. Deegan Jr. of the Chesapeake & Ohio and Claude E. Peterson of the Southern Pacific.

### Few "Working" Directors

Most of the boards have 15 members, but the range is from 11 to 19. Six of the roads have only one and eight only two working railroad directors. But of the others, the Burlington has six railroaders among 15—including the presidents of the Great Northern and Northern Pacific, which jointly control it. The C&O has five of 15, and the Missouri Pacific (in receivership) four of 15.

The Commonwealth of Pennsylvania insists that *some* railroad men run its railroads. So in addition to 13 "regular" directors—only one of whom, Martin W. Clement, chairman, is an officer—the board must elect four other working directors for one-year terms.

Seven officers of the Union Pacific, headed by E. Roland Harriman, chairman, are among its 15 directors. But the UP still has a lot of absentee direction. Its headquarters are in Omaha, but 10 of the 15, including five officers, live in and around New York. . . .

In 1949, 14 of these 19 large roads, for which data are available, had gross operating revenue (They don't call it sales volume.) of \$5.074 billion. But for *all* traffic and sales efforts they spent only \$106 million, or about 2%. For the advertising part of sales efforts—including not only space and time but calendars, timetables, and salaries—the 14 spent only \$14.42 million, or less than 3/10 of 1%.

On the other hand, to build gross revenues of \$371 million last year, the Big Four airlines spent for traffic or sales a total of \$45.5 million, or more than 12%. For advertising they spent \$10.6 million, or about 3%—10 times as much, proportionately, as the railroads.

Sales expenditures (in millions) of individual railroads were: Pennsylvania, \$14.9; Santa Fe and New York Central, \$11.7 each; Southern Pacific, \$11.3; Union Pacific, \$9.1; B&O, \$8.9; C&O, \$6.4; Rock Island, \$5.5; Illinois Central, \$5.4; Milwaukee, \$5; Missouri Pacific, \$4.8; Great Northern, \$4.1; Erie and C&NW, \$3.8 each.

Among the airlines, TWA spent for selling \$14.1 (partly overseas

business); American, \$12; United, \$10.7; Eastern, \$8.7.

Although combined operating income or sales volume of all domestic airlines, including non-scheduled lines, was only about 6% of that of all 132 Class I railroads, all domestic airlines are estimated to have spent almost as much for advertising—nearly \$20 as against \$22 million. The non-scheduled lines alone are now said to be spending about \$2.5 million.

Figures reported to the ICC and compiled by Association of American Railroads indicate that about 40% of railroad advertising is for freight and 60% for passengers. Subtracting the "freight" part from the total, the ratio of passenger advertising expenditures to passenger sales volume still comes out to less than 1%.

As yet the airlines aren't much of a factor in freight. But four of them have managed to move ahead of all but two of the railroads in total passenger sales volume. The railroad figures include all three kinds of passenger revenue—Pullman, coach and commutation. The airline figures are passenger only. (See Table, page 122).

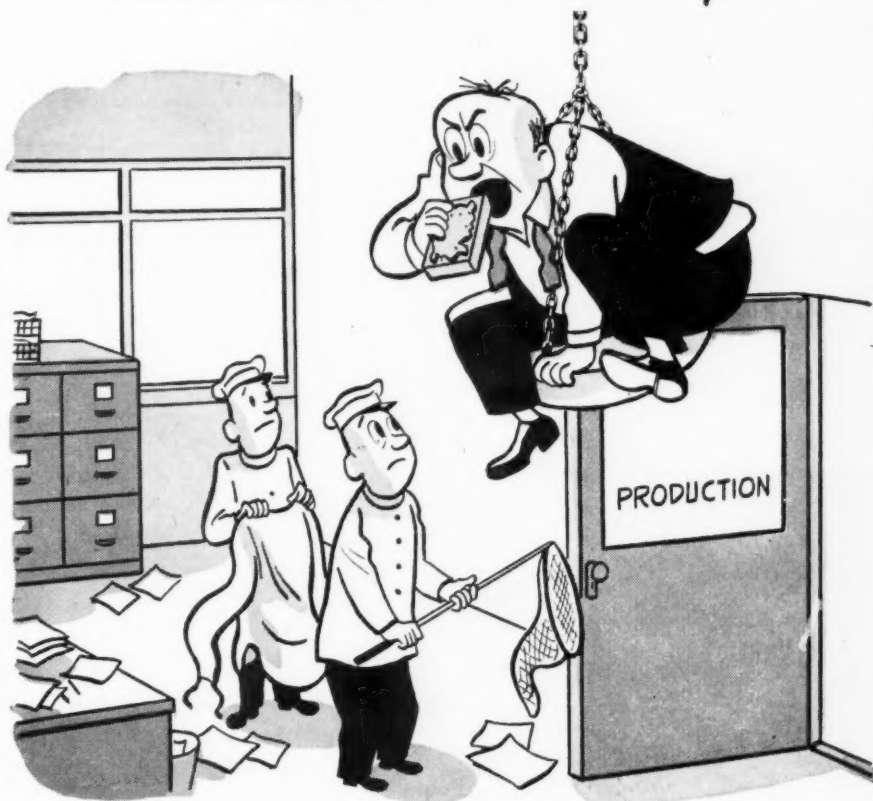
While the four airlines were gain-

### Advertising vs Gross Revenue, All Class 1 Railroads 1936-1948

Year	Advertising Expenses (In millions)	Gross Operating Revenue (In billions)
1936	\$11.3	\$4.053
1937	11.5	4.166
1938	9.8	3.566
1939	12.0	3.995
1940	11.7	4.297
1941	N.A.	N.A.
1942	10.2	7.466
1943	12.6	9.055
1944	14.0	9.437
1945	16.7	8.899
1946	19.6	7.628
1947	22.4	8.685
1948	24.3	9.672

The AAR has just decided not to release these figures for 1949. Totals include individual roads' participation in AAR and other group advertising campaigns.  
N.A.=Not Available.

## Deadlines need not do this to you!



Delays on the job will *always* put you smack up against deadlines. But you can relax and take 'em in stride when you use the speed of Air Express. Electrotypers, engravers, printing houses, ad managers and agency men rely regularly on the *world's fastest* transportation method to give them *more time*. This way they can do a *better job*.

Air Express goes on every flight of the Scheduled Airlines. This means overnight service coast to coast and border to border. And speeds up to 5 miles a minute. It's convenient, too. You get special pick-up and delivery at no extra charge! Rates are *low*. 10 lbs. of printed matter goes 500 miles for \$1.98; 20 lbs. for only \$3.11.

### Air Express gives you all these advantages:

**World's fastest** transportation method.

**Special door-to-door service** at no extra cost.

**One-carrier responsibility** all the way.

**1150 cities** served direct by air; air-rail to 22,000 off-airline points.

**Experienced Air Express** has handled over 25 million shipments.

Because of these advantages, regular use of Air Express pays. It's your best air shipping buy. For fastest shipping action, phone Air Express Division, Railway Express Agency. (Many low commodity rates in effect. Investigate.)



Rates include pick-up and delivery door to door in all principal towns and cities

A service of  
Railway Express Agency and the  
**SCHEDULED AIRLINES of the U.S.**



ing about \$30 million in passenger revenue, the six railroads were losing about \$58 million.

But the leading railroads and airlines both were exceeded in "passenger revenue" by Greyhound Bus System, the operating revenue of which was \$184 million in 1949, against \$192.5 million in 1948.

Since 1936 the ICC and AAR have related railroad advertising expenditures to total operating revenue. The proportion has remained fairly fixed. Also, the proportion of "miscellaneous media" plus advertising de-

partment salaries and expenses has continued to total nearly half of all the Class I roads' expenditures. Newspapers, magazines and radio got the rest of it.

Originally included were "contributions and donations charged to advertising!"

Most of the smaller Class I roads spend even less in proportion to total sales than the big ones. In 1948, 68 of 128 reporting had no advertising departments at all. With 75, "miscellaneous media" took all or nearly all of their budgets.

From \$9 million in advertising, against \$3.452 billion in operating revenue in 1935, advertising of all Class I roads had risen to \$24.3 million in 1948, against \$9.672 billion in revenue. The year-by-year trend is shown in the table on page 121.

Apparently during the war, the railroads "economized" a lot on advertising. They have made up for it a bit since.

The magazine share of the total rose during the entire period from about \$1 million to about \$5 million. The newspaper part gained from about \$4.8 to \$6.25 million. Starting with \$170,000 in 1935, radio moved up, then down. Recently it has been about \$700,000.

Miscellaneous media expanded from \$4.5 to \$11.5 million. . .

Consistently, among the larger roads, the Union Pacific and Santa Fe—which still make the most money—have spent most in proportion to size and sales, for advertising.

In 1936 they led the list, with \$989,000 and \$868,000. Then came the Pennsylvania, \$834,000; SP, \$752,000; New York Central, \$628,000; Burlington, \$530,000, and B&O, \$483,000.

In 1949, the Santa Fe was first, with \$2.4 million, followed by the Pennsylvania, \$2.3; UP, \$2.2 (down from \$2.7 million in 1948); New York Central, \$1 million (its smallest expenditure since the war), and the B&O, \$930,000.

The B&O last year spent \$200,000 more than in 1948. The Rock Island expanded from \$526,000 to \$568,000. But these were the only ones among the 19 roads which increased advertising last year. Southern Pacific continued at near-\$1,000,000. Hampered by the coal and steel strikes, the C&O passed dividends for the first time in 25 years, and reduced advertising by more than \$1 million, from \$1.376 million to \$337,000.

The sales-effort and advertising trend, like the sales and profit trend, is down. . .

These, then, are the railroads in mid-1950. The picture is pretty black. Must they rely on World War III to keep themselves going? Or a government guarantee of profits, regardless of their own shortcomings?

Will they slide into government ownership, as some predict, within five years?

Or can they still *do* something to make more people want to ride and ship by rail?

They can. In fact, some of them are doing something. Both in and out of the industry forces are at work *for* the railroads.

(In Part II of this article, to appear in SM September 1, Mr. Hughes will discuss railroad advertising and promotion, will take a look at some of the newer types of railroad equipment that may be expected to have an important bearing on service.—The Editors.)

**Discovered!**  
Business Cases That  
Last Twice As Long As Leather!



**only Tufide is  
Guaranteed  
FOR 5 YEARS!**

**TUFIDE  
BUSINESS  
CASES**  
Priced  
From **\$350**

Cut your costs as much as 50% with TUFIDE Business Cases... the amazing new discovery that *looks like leather... feels like leather... outwears leather 2 to 1!* TUFIDE is scuff-resistant, weather-proof and practically wear-proof. TUFIDE cases are the most durable ever made... *the only business cases unconditionally guaranteed for five years!* See the complete Stebco selection of TUFIDE business cases and matching luggage at your dealer.

TESTED, AND PROVED BY AMERICA'S LEADING BUSINESSES

Swift and Co.	Allis Chalmers Co.
Telechron Co.	Victor Adding Machine Co.
B. F. Goodrich Co.	General Motors Oldsmobile
Viking Corp.	White Sewing Machine Co.
Acme Steel Corp.	Sprague-Warner Corp.
Pitney Bowes Co.	St. Charles Mfg. Co.

WRITE TODAY FOR FREE FACTS ON TUFIDE

STEBCO PRODUCTS, Dept. A-11  
1401 W. Jackson Blvd., Chicago 7, Ill.

Please send me FREE facts about "5-YEAR-GUARANTEED" TUFIDE Business Cases.

Name.....  
Company Name.....  
Company Address..... State.....  
City & Zone.....

### Passenger Volume: Airlines vs Railroads

	1949	1948	Percent Change
	(000 Omitted)		
Pennsylvania RR.	\$149,242	\$160,304	— 7.0
N. Y. Central RR.	122,451	136,168	—10.1
American Airlines	88,309	76,644	15.2
United Air Lines	77,249	66,926	15.4
Eastern Air Lines	63,069	59,657	5.7
Trans World Air Lines	52,751	49,257	7.0
New Haven RR.	50,223	56,697	—11.5
Santa Fe RR.	47,927	53,244	—10.0
Southern Pacific RR.	39,806	48,940	—18.7
Union Pacific RR.	32,401	42,369	—23.6

Airline figures include only North American operations.



## Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

### NEW REPRINTS

213—Cost of Keeping Salesmen in the Field Rises 12-13% Since 1947. (Price 10c)

212—Who Killed Waltham? by Lawrence M. Hughes. (Price 25c)

211—Will Sampling Techniques Work for Industrial Sales Research? by Francis Jurashek. (Price 10c)

210—A Portfolio on Point-of-Sale Merchandising. (Price 50c)

209—Our Salesmen Can Design Tools, But They Sell Profits, Not Machines. (Price 10c)

208—Trouble Spots in Sales; How We Localize and Cure Them, by Sumner J. Robinson. (Price 25c)

### MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

Adventure with a Sack o' Sauce, the twelfth and last of the group of merchandising articles, by Lionel B. Moses. (Price 10c)

Adventure with Ivory, the eleventh of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with a Mattress, the tenth of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with a Ham, the ninth of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with an Illiterate, the eighth of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with Betty Crocker, the seventh of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with a Cookie, the sixth of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with a Wagon Jobber, the fifth of the group of merchandising articles, by Lionel B. Moses. (Price 10c)

Adventure with Two Jars, the fourth of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with Sunkist, the third of the group of merchandising articles, by Lionel B. Moses. (Price 5c)

Adventure with a Baby Carriage, the second of the group of merchandising articles, by Lionel B. Moses. (Price 10c)

Adventure with Aunt Jemima (An answer to the question, "What can we do at the dealer level to make our national advertising more effective?")—the first of a group of articles on merchandising, by Lionel B. Moses. (Price 10c)

Is "National" Advertising a Mistake? by Philip Salisbury. (Price 10c)

A Fresh Slant on Market Analysis: What It Did for Strathmore. (Price 5c)



**NEW 1950  
SURVEY  
NOW  
READY!**

## 5th Annual Survey Shows Brand Preferences and Buying Habits for Consumer Products in Metropolitan ROCK ISLAND-MOLINE, ILL.

FREE COPY will be sent to manufacturers and agencies on request. Ask

for "1950  
CONSUMER  
ANALYSIS"

One of the 37 markets included in the statewide Illinois Consumer Analysis, the Rock Island-Moline survey shows you how consumers buy:

- Food Products
- Soaps and Cleansers
- Soft Drinks
- Dog Food
- Toiletries
- Home Equipment

Nat'l. Rep.: The Allen Klapp Co., New York, Chicago, Detroit

**ROCK ISLAND ARGUS  
and MOLINE DISPATCH**

The newspapers covering the Illinois side of the Quad-Cities

## Calm Before the Defense Tempest

(Continued from page 30)

radio speeches and newspaper editorials will be calling for a "strong man," "a production czar." Congressmen will insistently confer every sort of power on the still unnamed Mr. X. Within, or outside, the Commerce Department will be created what in effect will be a relatively independent WPB, with old-timers, learned in the almost forgotten jargon of "Production Requirements Plan," "Controlled Materials

Plan" back to staff it.

On \$10 billion, it's doubtful that so much will happen this year. Now, Commerce men, scarcely knowing what their obligations consist of, are preparing merely for the earliest stages, vaguely wondering whether the new jobs will uncover new personal opportunities. But, the \$10 billion is likely to grow with more and more business becoming military.

During World War II about 14

million men and women were in the Armed Services, which fed and clothed them, provided them with cigarettes, shaving soaps, lipsticks. The Services had to stock all these incidentals everywhere—in Africa, Europe, all over the Pacific. It had to allow for losses, for all the immense wastefulness of war. It bought enough for many more than 14 million civilians. This pulled every kind of business to the Services.

It isn't like that now. Additional military appropriations will be spent mainly for weapons. The number who will serve may not reach above 2 million, among whom few will fight or go to combat territory. Consequently, most business isn't directly touched. The Army is not scattering its buying everywhere.

Even so, the production of weapons bit by bit may deprive ordinary manufacture of its materials. That it's through allocations and priorities doesn't matter. However it's done, the materials presently won't be at hand to make the usual things. Then civilian manufacturers who compete for materials with the Armed Services will be up against it. They're aware of that. Hundreds of letters arrive daily at the Pentagon, asking the same old question: "What will you buy from me?"

### What the Services Will Buy

From most of those who write, the Services will buy nothing—directly. It doesn't need motors. It doesn't need condensers. It doesn't need other components. It needs weapons in which these elements are used. It needs more consumer products than it used to but not as many as people want to sell.

It's the makers of the weapons who will buy parts. Arms orders are going to a relatively small number of concerns, which for the time being depend on their own suppliers. An auto company switching from cars to tanks already has a long list of them. But as the military orders swell, the direct government contractors are likely to cast about for additional suppliers. Procurement officials suggest that for a company in danger of being squeezed out—let's say a manufacturer of electric lawn mowers—it's a good time to become acquainted with the Services' major contractors. They should be visited, even if they need nothing today.

One way is to keep track of Armed Services' suppliers. Commerce has built up a chain of more than 2,000 information outlets—its own branch offices plus chambers of commerce—where names of prime contractors, together with invitations to bid, are



## WORCESTER'S WONDROUS TWINS

### 1. high buying power

## WORCESTER—

## the market of hearty eaters

Prosperous Worcester families, as reported by recently released U. S. Census of Business figures, continue to spend a large portion of their income for food. County food sales, including eating establishments, amount to \$175,409,000.



Put your food product in Worcester's huge market basket through consistent advertising in the Worcester Telegram-Gazette, the newspapers that blanket the area. Daily circulation in excess of 140,000. Sunday over 100,000.

\*Copyright 1950, Sales Management Survey of Buying Power; further reproduction not licensed.

Sales Management's Buying Power Survey\* credits Worcester as the 32nd county in food sales with a per family average of \$913—29% above the U. S. average and a city per family average of \$1,042—47% above the U. S. average.



### 2. intensive newspaper coverage

## The TELEGRAM-GAZETTE WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

announced. By the time a contract has been awarded, the company getting the job has lined up its suppliers for that contract; it must in order to gauge its costs. But a search through the lists for several months back will show the fairly regular contractors. These may become sources of future business.

This sounds rather discouraging. Yet, obviously, the Army could hardly deal directly with every company doing defense work. If it did, everything would center on Washington, on the Pentagon. People at the Pentagon simply couldn't shoulder so much. The direct contractor, it's well to remember, must fuss with much paper detail from which his suppliers are relieved.

At present, it's still possible to make and sell civilian goods. There have been no cut-backs. When the Army, Navy or Air Forces object, they'll say so clearly.

Most advertising cannot be charged to the expense of the Armed Services when you are selling to them. It is not accepted as part of your cost. Here is the rule:

"Irrespective of whether the particular costs are treated by the contractor as direct or indirect, the following items of cost are considered unallowable except as indicated:

"Advertising, except help wanted advertising and advertising in trade and technical journals."

Advertising in "trade and technical journals" that is allowed is described:

"Advertising in trade and technical journals, provided such advertising does not offer specific products for sale but is placed for the purpose of offering financial support to journals which are valuable for dissemination of technical information within the contractor's industry."

In the first quotation, there is a reference to "direct or indirect" treatment of costs. "Direct" means allocating part of the cost of an ad to a cost-plus contract.

"Indirect" usually means putting the advertising cost into general overhead, part of which is then allocated to a fixed price contract. In re-negotiation, officials first take this out of overhead.

Sales managers who want to get a line on how to sell to the Armed Services should start by reading the following:

1. "How to Sell to the United States Army." Price 30c. Superintendent of Documents, Washington 25, D. C.

2. "Purchased Items and Purchas-

ing Locations of the Department of the Navy." Price 15c. Superintendent of Documents, Washington 25, D. C.

3. "A Guide for Selling to the United States Air Force." Free. Superintendent of Documents, Washington 25, D. C.

Business executives who want to keep abreast with full mobilization plans (There isn't full mobilization now.) can get:

1. "Industrial Mobilization Program, Munitions Board Manual No. 40-1." Free Munitions Boards, Pen-

tagon Bldg., Washington 25, D. C.

2. "An Introduction to Planning for Emergency Production." Free. Munitions Board, Pentagon Building, Washington 25, D. C.

3. "Munitions Board Production Allocation Manual (No. 90-1)." Temporarily out of print, but being reprinted. Tentative price, 45c. Superintendent of Documents, Washington 25, D. C.

**JEROME SHOENFELD**  
Washington Editor

**"We'll boost returns with  
SELF-SEAL Envelopes"**



Turn lower tab up under Self-Seal flap



Pass one dry finger across ... that's all



Your prospect is ready to "send check or money order in the enclosed envelope . . ." He looks at the envelope: "A SELF-SEAL . . . no licking required . . . that's considerate of them . . . OK!"

Every little thing counts in Direct Mail and Mail Order Advertising. And it doesn't take much of a boost in returns to justify the use of a 6 3/4 Self-Seal return envelope. Test it on your next mailing: half your usual style and half SELF-SEAL.

**Self-Seal® Business Envelopes**



**Your Secretary** will go for SELF-SEAL Commercial Envelopes for regular correspondence. Ask your printer or paper merchant for samples, or write direct to us.

**UNITED STATES ENVELOPE COMPANY**

General Offices: **SPRINGFIELD 2, MASSACHUSETTS**

DIVISIONS FROM COAST TO COAST







# TEST

Metropolitan

## NEW YORK

FOR

## PEANUTS

Send or call for the complete bulletin  
"Metropolitan New York Test Market No. One"

Study the facts and you will find you can test a typical segment of Metropolitan New York, by testing BAYONNE, for only 8 cents a line . . . just peanuts compared with any other media giving the complete, concentrated coverage of

### THE BAYONNE TIMES

"Bayonne cannot be sold from the outside"

NATIONALLY REPRESENTED BY

BOGNER & MARTIN

295 Madison Ave., N. Y. • 435 N. Michigan Ave., Chicago

## At your service

in St. Louis

HOTELS

# Mayfair and Bennox

Finger-tip Air Conditioning  
in every  
room!

TELETYPE  
SL-139



### WE ARE A NEW ENGLAND DISTRIBUTOR

looking for a real active new account. We have an outside sales force, maintain a complete mechanical service and parts department and have a warehouse. Our display room and office building was built this year and is located at the intersection of two of the main highways of metropolitan Boston.

We are interested in handling a product or products of high unit value preferably. Our references are of the very best, and our merchandising has been very successful to date. We will be happy to forward full particulars about ourselves on receipt of request. Box No. 2731. Sales Management, 386 4th Ave., N. Y.

For a manufacturer of quality fancy packaged foods interested in a concentrated selling job in all of New York State, New Jersey, Philadelphia, Baltimore and Washington, we will share the services of our top-notch representative, who is producing much greater sales than commission representatives handling several lines. Our products are leading specialties sold to high-grade food outlets. Write Box No. 2732 for details and interview. Sales Management 386—4th Ave., N. Y. C.

## IF (Continued from page 36)

and sometimes a tie-up with local war industry.

Zenith officials argued that their distributor and dealer organization represented a huge investment, both in years and dollars, that it must be held together somehow. "Our first show of strength was in the fact that we were not demoralized and did not dump everybody and everything in sight to conserve our money. We began to plan how to keep the distributors going. If our men and their men were to get away from us, we planned to keep track of them and to bring them back into the organization after the war.

### Search for Substitute Items

"We got busy, very busy, shaking the bushes and combing the fields for substitute items they might sell. We knew that these items must be made of non-critical materials. We wrote to some 1,400 manufacturers who we thought might have such items. The response was vigorous. We didn't recommend anything; just stirred up the animals. Our objective was to get our people to think—to give them hope, not despair."

Among the many items which Zenith distributors and dealers took on to replace vanished radios were ice refrigerators, glassware, chinaware and coal stoves!

"We have kept most of our company salesmen out in the field. This proved our continued interest, indicated that we were alive, and meant continued good will. . . . Many men who sold, serviced or manufactured Zenith radios went into the Armed Forces. No matter where they go—into civilian war work, in the Armed Services—we keep their names and addresses as far as possible. In other words, we consider that all men who have dropped out of our organization are *merely on a leave of absence*. If we can pull them back, we will have trained men ready for work. We think of it as maintaining the family tie." (SM, Feb. 15, 1943.)

The Plymouth Cordage Company's wartime sales policy didn't sell any more rope, but it did keep the sales force in gear and helped to preserve trade relations that were going to be needed when Plymouth Ship-Brand 100% manila rope came back from the wars. The men were kept armed with complete information on the new conditions under which their customers must operate and how best to use the wartime rope. "If our men couldn't sell rope in the old enthusiastic way, they would at least have a positive approach to an inherently

negative situation. . . . Instead of apologies they have a definite and helpful program to offer." (SM, March 15, 1942.)

The Carrier Corp. was awake to the problems of its carefully built distributor organization. The company took on the distribution of a number of allied lines to keep its dealers in business, among them Executone and Dorex. (SM, June 1, 1942.)

Chevrolet nursed most of its dealers through the holocaust because its executives saw the storm coming—and prepared for it. They got started in April, 1941, many months before Pearl Harbor. The two major developments were: (1) helping dealers to increase the service end, (2) finding new lines for dealers (rubber products, household lighting equipment, farm equipment.) "More than 100 of them have leased space to others. Many others are renting out cars and trucks which they never did before. Some in rural territories are selling farm feeds." (SM, July 15, 1942.)

The Toastmaster Products Division of McGraw Electric Co. was heavily oversold. Should the salesmen be kept in the field? Fire them? Lay them off?

No, McGraw didn't want to break up its sales organization, and it didn't want it to grow soft through inactivity.

The sales staff was put to work in customers' establishments, where they learned about their problems, products and processes. McGraw executives felt that first-hand information and familiarity with kitchen practices would improve the salesman's technique against the time when he would have something to sell—and strong competition. Salesmen worked as helpers in the stores and restaurants of customers, but the home office paid the salaries. (SM, October 20, 1941.)

### SERVICE, SERVICE— AND MORE SERVICE

Westinghouse effectively mobilized its salesmen for aid in the national emergency. As explained (SM, April 1, 1942) by Tomlinson Fort, assistant manager of central station sales, "They familiarized themselves with priority regulations, located many urgently needed sub-contractors, found new war uses for peacetime machines and aided in placing retired electrical machines on active duty. To help maintain production in vital plants, our salesmen have explained to customers how they can get repair parts for old machines while pri-

orities prevent the buying of new ones. Thus the salesman is serving his customers and his country."

Westinghouse salesmen were trained quickly for their new work with an educational program which included sound pictures, shown in nearly every Westinghouse sales office from coast-to-coast within a period of two weeks. "We have helped hundreds of customers by advising them of ways to obtain war orders. This particular war work did not help our company in the way of direct business, but it did help greatly some of our customers of many years' standing to stay in business. It has particularly helped our 'little business' friends who are not as familiar with war uses to which they can turn their talents."

The Willcox and Gibbs Sewing Machine Co. organized a campaign to break bottlenecks among its customers in the needle trades. How to convert plants to produce materials wanted by the Armed Forces is often a mystery to the small manufacturer. W&G sales engineers offered their services in surveying plants, constructing flow charts and in general streamlining production of operations so that goods could be produced at efficient cost levels. Result: the building of substantial good will and a vital contribution to the war effort. (SM, July 15, 1942.)

### Analyzed Assets of Sales Staff

As some manufacturers prepared to bury their sales staffs with a "Do Not Open Until Armistice" monument above the graves, Cadillac executives catalogued their forces. The assets of the sales staff were analyzed and balanced against the needs of the coming all-out war production.

The number of sales persons necessary to continue Cadillac's complete owner-relations program for the duration was estimated, and the talents of the remainder of the staff were promptly dedicated to war. Soon 25% of Cadillac's district managers were shifted over. Branch managers, district parts and service managers, retail salesmen, used car merchandising managers, the export manager and zone sales promotion managers—all were "re-tooled."

Summed up, the Cadillac story had the following happy endings: (1) All sales department personnel were placed where their talents would do the most to speed victory—material procurement, the operation of a school for instruction in the operation and maintenance of the combat vehicle manufactured by the company. In addition, the sales organ-

ization was maintained largely intact for the days of peace. (2) There was no mental or physical dislocation in that the peacetime abilities and experience of the men were used as much as possible. (3) The all-out conversion of Cadillac to war work was immeasurably speeded, and all of the expensively inculcated talents of Cadillac's employees remained "in the family." (4) Sales promotion methods—administered by sales promotion experts—stimulated production workers to produce more and better. (SM, October 20, 1942.)

### HELPING YOURSELF BY HELPING OTHERS

Sinclair Refining Company's "Farming for Victory" program, offered through wholesalers, was presented through 1,622 meetings and attended by 263,000 farmers (as of January 15, 1943). The primary purpose was to show the nation's growers what the proper use of fuels and lubricants can do toward keeping farm equipment operating at full efficiency—another example of building good will and contributing toward victory. (SM, January 15, 1943.)

The Armstrong Cork Co. found a somewhat heterogeneous collection of new selling problems dumped into the laps of the sales departments:

"There was, for example, the need for speedier operation all along the line.

"There was the need for increasing the efficiency of calls, because territories were larger and calls were less frequent.

"There was the need for the development of new and practical techniques for selling certain of the company's productive capacities to Uncle Sam.

"There was the need for finding a way—especially in connection with sales to the industrial market—to overcome the limitations suggested by the company name.

"There was the need for showing distributors how to work markets which were new to them.

"Oddly enough, one basic sales tool was adapted to every one of these problems, and with such quick and measurable results that it is not likely to be abandoned as a part of the Armstrong sales technique when the war's over.

"That tool is the sales portfolio. The portfolio used with retailers was designed to do an all-over institutional selling job. The aim was to get the dealer to see the whole broad picture of what Armstrong offers him and the advantages of concentrating,



**BLOOMINGTON — Per capita sales: Food \$313.68; General Merchandise \$180.57; Drugs \$41.24; Furniture, Household and Radio \$90.83.\***

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Represented by Gilman, Nicoll & Ruthman

**want  
more  
sales?**



the greatest name in  
housewares can develop  
a plan to fit your sales channels... write, wire or phone

**EKCO PRODUCTS COMPANY**  
DEPT. SM1, CHICAGO 39, ILLINOIS

year in and year out, on the Armstrong line.

"The title of the portfolio was 'Armstrong Really Helps You.' It carried very little text, nothing more than headlines and brief captions. This treatment was adopted after some of the men in the field had criticized previous portfolios as being too complete in themselves — they didn't like the idea of trying to read pages of copy to their prospects; they wanted more opportunity to improvise, to explain and to elaborate in their own words as each individual selling situation seemed to demand." (SM, October 1, 1942.)

### IF TRANSPORTATION GETS TOUGH

At the moment we have no great transportation bottlenecks, but they might come any day.

In 1942 Carstairs Bros. Distilling Co. Inc., developed six methods to get business today and protect business tomorrow, including hard-boiled re-routing of salesmen, sharing gas and rubber with distributors' salesmen, heavy use of the telephone, and several kinds of personalized letters and cards for the men to send to hard-to-reach customers. (SM, July 15, 1942.)

P. Ballantine and Sons beat the gas shortage by systematic telephone selling. They saved rubber, gasoline and selling costs, and at the same time brought about a material reduction in delivery mileage totals.

"This has been accomplished by a telephone order system through which we learn of the needs of our draught ale and beer customers before the trucks roll; only sufficient merchandise to take care of actual orders is then placed on the trucks. The result is that no trucks return to the brewery with anything but empties. Moreover, they are able to cover more accounts than under the old system. With us, the non-productive load is a thing of the past; no more stopping to see whether merchandise is needed, only in many cases to find the call wasted.

"Our telephone order system meant the installation of a battery of special lines, on which only outgoing calls can be made, the hiring of special girls to run the system and the preparation of lists of customers arranged for this type of handling. We set aside a room at the brewery for this exclusive purpose." (SM, September 15, 1942.)

Six ways to keep in touch with customers when men can't travel are outlined in an article in SM for

February 15, 1943. They are:

- (1) A traveling sample kit
- (2) Expansion of business paper advertising
- (3) An automatic re-order system
- (4) Dealers' inventory control system operated in the factory
- (5) Messages to dealers on phonograph records

(6) Selling by a mailed portfolio.

*Coming in the September 1 Issue:*

Lessons learned in the 1940-43 years on how to make advertising serve both the company's selfish interests and the broader national interest.

**PHILIP SALISBURY**  
Editor



INTRODUCING the six candidates for the title, "Miss Rheingold 1951," Jinx Falkenburg, original Miss Rheingold, stands (center) as they make debut via intensive telecasting over stations WNBT, WCBS-TV, WJZ-TV, WABD, WPIX.

### Beauties Boost Rheingold Beer

The six contestants for the job of Miss Rheingold 1951 have raised their pretty heads and tossed their chapeaux into the ring. Voting started yesterday in this year's promotion by Liebmann Breweries, Inc., for its Rheingold beer. The contest continues to September 20 via colorfully lithographed ballot boxes garnished with full-color pictures of the models in 25,000 Rheingold outlets in the metropolitan area: New York City, northern New Jersey, Long Island and Westchester County, N.Y., and Fairfield County, Conn.

Publicizing the Miss Rheingold contest, full-color newspaper supplement and magazine advertising is appearing in 12 scheduled publications. A series of five-minute telecasts in which Jinx Falkenburg, the first Miss Rheingold, introduces this year's candidates, is being broadcast over New York City's leading TV stations. New radio spots, reminding the public to vote for Miss Rheingold 1951, are being heard over the brewer's 175-spot-a-week schedule. Liebmann

expects this year's election to draw more votes than the 6,728,763 which were cast in 1949.

Frank E. Delano, vice-president of Foote, Cone & Belding, Liebmann Breweries' advertising agency, says of Rheingold's successful advertising and sales record, "Much credit must go to the concentrated efforts of Rheingold's sales organization. . . . Rheingold has increased sales—in the space of a few years—from 450,000 barrels to more than 2,500,000 barrels a year. And a large part of the credit for this impressive record must go to Rheingold's policy of intensive media concentration."

Among results Mr. Delano points out are that Rheingold has moved from 18th place among breweries in this country to a point in production and sales exceeded by only three or four individual brewing plants out of a total of 440 in the United States. In the New York metropolitan market, he says, Rheingold has attained first place in both package and draught sales.



# Advertising

MEDIA ... AGENCIES ... SERVICES

## Brand Names Foundation to Extend Education Program

Brand Names Foundation's educational program is to be extended and intensified this fall and winter. John W. Hubbell, chairman of the Foundation's executive committee and vice-president of Simmons Co., has announced that McCann-Erickson, Inc., will contribute its services to create a new series of newspaper, magazine, transportation and outdoor advertisements for the Foundation. The part that brand names and advertising plays in making America's living standards the greatest in the world will be emphasized. Media, according to Mr. Hubbell, will be invited to pool space and time for the Foundation's advertising.

The Foundation's educational messages stress the stimulating influence of brand competition on product development, the importance of mass markets created by advertising in making possible low-cost production and high value to the consumer, and the responsiveness of the production system in America to consumer taste and choice, as expressed in daily brand selections.

For the past few years the Foundation's advertising has reached a steadily increasing circulation through the combined cooperation of all informational channels, according to Mr. Hubbell's announcement. The

aggregate value of the space and time committed by printed media and radio to this subject in the current year, he states, will exceed \$12,000,000.

Enlistment of McCann-Erickson, Inc., to contribute its creative services for the new campaign follows the practice of the Foundation during the past three years. Copy appearing in space donated by newspapers and magazines was prepared in part through the generosity of Needham, Louis and Brorby, Chicago, and the rest was the contribution of Batten, Barton, Durstine & Osborn, Inc. Current outdoor copy, appearing on the Pacific Coast, was created and donated to the Foundation by J. Walter Thompson Co. In 1948, Lambert & Feasley, Inc., served as the voluntary advertising agency.

The work of Brand Names Foundation is financed by annual subscriptions of 650 corporations, including a majority of the nation's leading brand manufacturers, principal newspapers, magazines, radio interests and other media, as well as some 50 of the foremost advertising agencies.

## Second Cosmo-Quiz for Ad-Men and Women

Advertising men and women will have an opportunity to win \$9,700 worth of prizes in the Second Annual Cosmo-Quiz contest just announced



H. W. NEWELL, partner and executive vice-president of Geyer, Newell & Ganger, Inc., elected to board and executive committee of National Outdoor Advertising Bureau.

by Harry M. Dunlap, publisher of *Cosmopolitan*.

The contest, which begins with the September issue of *Cosmopolitan*, will consist of a series of three consecutive monthly quizzes of 15 questions each on the content of the current month's issue. It will be open to all men and women employed by national advertisers, or accredited advertising agencies, and to the immediate families of qualified contestants.

First grand prize will be a Cadillac convertible. The winner of this prize can take a 1950 model when the final contest awards are made next January 15, or he can wait for delivery of a 1951 model.

The second grand prize will be a \$1,300, two-week, all-expense Bermuda vacation trip for two, via the Furness Line's Queen of Bermuda and a nine-day stay at the Princess Hotel.

A 1951 Zenith television-radio-phonograph combination will be given as the third grand prize. In addition, there will be 909 monthly prizes with a total approximate retail value of \$3,600.

The first set of Cosmo-Quiz questions will appear in a *Cosmopolitan* business paper advertisement scheduled for release as a double spread in the August 25 issues of *Printer's Ink* and *Tide*, and the September 1 issue of *SALES MANAGEMENT*. These same questions will also appear as a junior spread in *Advertising Age*, August 28. Questions for the October and November contests will be published once a month in the same business magazines.

Last year, when the Cosmo-Quiz was inaugurated, it attracted 2,326 entries, including a high proportion of advertising and agency executives. Because of the widespread interest shown in the first series and the increased value of this year's prizes, Mr. Dunlap expects that 1950 entries will come close to the 5,000 mark.

Thank you...  
...America!



**KEEP SENDING CARE PACKAGES ABROAD**

DONATED: Space in 90,000 transit vehicles for this car card of The Advertising Council's Care Campaign has been extended through August. Courtesy, NATA, Inc.



**EASY TO ADVERTISE** is the cooperative newspaper portion of CBS' fall radio promotion drive, Jack Cowden, general manager, program promotion, explains to station managers during two-day meeting. 35,000,000 families will be reached.

## New Sales Guide to U. S. For Businessmen Abroad

Latest edition of *The New York Times* "How to Get Your Share of the American Market" — a 20-page booklet showing advertisers abroad how to increase their business in the United States—has been mailed to some 6,500 business and industrial leaders, government officials, advertisers and advertising agency executives abroad.

*The Times* analysis of the problem facing foreign businessmen seeking to enter—or to expand their sales in—the American market is written from the point of view of businessmen abroad. It surveys the problems they face and presents possible solutions.

Although the American market seems at first glance to be of a vast and varied nature, *The Times* study explains that the financial, business and industrial center of the United States is compact and easily accessible, taking 15 states which lie within a 500-mile radius of New York City.

This area accounts for 40.2% of the total population although it contains only 11% of the country's land mass.

"Here, in this primary sales zone, 40.6% of the country's retail sales are made," the report continues, "44.4% of the total Scotch whiskey imported into the United States is consumed here . . . in these 15 states, 52.1% of the nation's manufactured products are made."

The most efficient and economical method by which to cultivate the

American market, *The Times* analysis asserts, is advertising.

"Advertising plays a large part in practically everything Americans buy—the homes in which they live, the automobiles in which they travel, the food they eat, the clothes they wear. All these, and thousands more, are sold through advertising."

Copies of this booklet may be obtained on request to Dr. Eric W. Stoetzner, director of Foreign Business Promotion, *The New York Times*, New York 18, N. Y.

## McCall's Sets Up Awards for Super Market Newspaper Advertising

The Second Annual Awards for newspaper advertising by super markets has been announced by *McCall's Magazine*, in cooperation with the Super Market Institute, national organization of super markets.

The awards will be made by the magazine for service through advertising to the consumer, to the community, to national brands and to agriculture.

Officials of the magazine point out that the first contest, held last year, attracted more than 800 newspaper advertisements from 122 companies in all parts of the country. These advertisements represented the advertising of almost 2,000 stores which had appeared in 556 newspapers.

Awards will be made in three volume classifications: stores doing a yearly volume of over \$10,000,000; stores between \$2,000,000 and \$10,000,000; stores under \$2,000,000.

The announced aims of the competition are fourfold:

1. To help raise the level of all food advertising, by honoring the best in the advertising of super markets.

2. To encourage better local selling, by honoring the best in local advertising.

3. To encourage sound local selling that takes full advantage of the power of national advertising, by honoring outstanding service to national brands.

4. To encourage service to the nation's food retailers — to the local community, the consumer, the farmer — by honoring outstanding examples of such service.

## TV Allocations Planned By Advertising Council

Television advertisers, advertising agencies and networks will be asked by The Advertising Council to cooperate in a public service "allocation plan," starting this fall. Howard J. Morgens, vice-president in charge of advertising for The Procter & Gamble Co., as chairman of the Council's Radio-Television Committee, made the announcement.

For eight years, the radio networks and advertisers have cooperated in a successful public service plan with the Council; and the new television proposal parallels the radio plan. Weekly programs will be asked to carry an Advertising Council public service message once every sixth week; programs televised three



**WEATHER STAR** atop Mutual Life Insurance Company of New York's 25-story home office building at Broadway and 55th Street, will report weather, time and temperature.



ADVERTISERS



ADVERTISING  
AGENCIES



MAGAZINES  
*Business, Farm  
General*



NEWSPAPERS



RADIO  
and  
TELEVISION



OUTDOOR



TRANSPORTATION



*"Marshalling the forces of advertising to help solve national problems and to make democracy work better..."*

Do YOU KNOW that the forces of advertising are engaged today in one of the world's greatest jobs of mass education... *in the public interest?*

Do you know that these forces for good have been released through the vision and unselfish cooperation of American business—advertisers, advertising agencies, media owners and others?

Hundreds of advertising agencies have volunteered their planning and creative time and facilities. Artists, cartoonists, photo-engravers, printers, typographers and others have contributed their services.

Media owners have donated millions of dollars in space and time. National and local advertisers have sponsored and paid for many millions of public service advertising messages.

As a result, the American people are

being alerted as never before to the dangers which threaten from within and from without...the dangers of ignorance about our American economic system, intolerance, tuberculosis, school and teacher shortages, etc.

And, at the hub of this great public service effort is *your* organization... The Advertising Council.

### **Advertisers and Media Owners... Your Help is Needed!**

Right now The Advertising Council has 14 programs in operation. The success of these programs depends on the public spirited and generous cooperation of advertisers and media owners. *Your* help, in the form of space or time donations, will mean a lot to us. And remember... *What helps America helps you!*

### **Yours for the Asking**

Write for a copy of Booklet No. 15. It will give you pertinent information about The Advertising Council... how it started... what it is... what it does... Or ask for material on specific campaigns. Address:—The Advertising Council, 25 West 45th Street, New York 19, N. Y.



*Published in the public interest  
by  
SALES MANAGEMENT*

**\*A NON-PROFIT ORGANIZATION FORMED TO UTILIZE ADVERTISING IN THE PUBLIC GOOD**  
AUGUST 15, 1950



to five times a week will be invited to carry messages once every three weeks.

Mr. Morgens explains that the television plan is proposed for only live television shows, sponsored or sustaining. Preliminary research, he says, shows clearly that filmed programs find it too difficult, at present, to incorporate the materials offered by the Council. As an experiment, the Council issued two Television Bulletins this spring, offering slides, films, posters and props.

"Encouraged by the response to our bulletins, the Council board of directors has decided that we can now invite television advertisers and networks to participate in a plan and present our campaign material on a regular basis," says Mr. Morgens.

Among the public service campaigns tentatively set for television allocation this fall are Community Chests Drive, Religion in American Life, Government Re-organization (Hoover Report), Home Fire Prevention, Forest Fire Prevention, Better Schools, Highway Safety, and American Economic System.

### Seventeen-GA Promotion Of "Dish-of-the-Month"

*Seventeen*, a Triangle Publication, has launched a six-month "Dish-of-the-Month" food store promotion in cooperation with the Independent Grocers Alliance of America.

This special dish, chosen by the publication and IGA headquarters from one of *Seventeen's* food or party articles, will be judged for teen-age

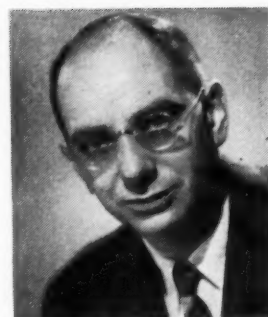
appeal and for the selling and item display possibilities of its ingredients.

To encourage its 5,000 nation-wide member stores to plan displays, IGA headquarters is running a "Teen-Age" corner in its newspaper mats. The Alliance also sent a letter to all the stores announcing the tie-in and urging members to back up the IGA-Seventeen promotion. Five thousand large posters featuring the "Dish-of-the-Month" have been provided for store windows or interior displays, and the magazine will credit IGA editorially each month on the food page which features the selected dish.

### Garden State Network Formed in New Jersey

Plans for the formation of a network of New Jersey radio stations have been completed at a meeting in Atlantic City, N. J., of seven broadcasters. Broadcasters forming the new network, which will be known as "The Garden State Network," include James L. Howe, WCTC, New Brunswick; Fred Weber, WFPG, Atlantic City; Thomas B. Tighe, WJLK, Asbury Park; Ranulf Compton, WKDN, Camden; Charles O'Neil, WNJR, Newark; Paul Alger, WSNJ, Bridgeton; Fred L. Bernstein, WTTM, Trenton.

Mr. Bernstein, in announcing the new organization, says that the formation of such a network "has long been needed in the State of New Jersey and will act as an ideal public relations and sales vehicle for many of the large state associations



LOUIS HAUSMAN is named vice-president in charge of sales promotion and advertising for CBS.

as well as the numerous and varied industries located within New Jersey." He indicates some of the advantages of buying the network: "concentrated coverage, convenience, one billing, price economy, local interest and keeping the income within the state."

To take advantage of The Garden State Network, it has been decided, a client must buy all seven stations of the network; no split network will be sold. "By using this network," Mr. Bernstein states, "a buyer could effectively cover 95% of New Jersey, plus bonus areas in New York City and Philadelphia."

Using the theme, "A 'Natural' Buy," and the figure "7", a complete market brochure is in the offing, showing computed half millivolt signals of each individual station, complete market data for the whole state, promotional assistance and miscellaneous information. A 15-minute transcription is being produced together with a sales kit. The transcription will jump from station to station and city to city, describing the advantages of reaching each area in the state. The project has received an endorsement from Governor Alfred E. Driscoll of New Jersey.

### TV Directory To Be Published

A professional directory of local and national television programming to be called *National Television Directory*, has been announced by John E. Naylor, Jr., publisher.

First issue of the directory, to be published bi-annually, will be out on September 1. The index will list alphabetically television writers, producers, program directors, sales managers, talent, designers, technical directors, publicists, agents, film directors, free-lancers, and key advertising agency TV personnel. Stations, packagers, organizations, and program reviewers will also be listed.



DISH-OF-THE-MONTH, IGA-Seventeen promotion, display material being checked by (left to right) Howard Bergman, advertising promotion director; Alice Thompson, publisher and editor-in-chief; Allan Taylor, advertising manager, of *Seventeen*.

# HOW BIG IS PITTSBURGH'S BILLION-DOLLAR EXPANSION?

Well, for instance, the four-block-long warehouse that the Pennsylvania Railroad is building in Pittsburgh will cost \$5,000,000. Across Liberty Avenue The Pennsy is putting \$20,000,000 more into improvements of its passenger facilities. Such projects are part of Pittsburgh's construction, improvement and expansion program, for which industry has appropriated far more than a billion dollars.

New projects come as rapidly as the months. RCA Victor hires 700 new employees in Canonsburg to

produce a million phonographs and radios a year. General Electric plans a new warehouse. Allegheny Ludlum Steel adds a new \$23,600,000 project at Brackenridge and West Leechburg to the \$30,000,000 program started at war's end. Pittsburgh's billion-dollar boom just keeps growing and growing!

It may be years before anyone can say how much more than a billion dollars will go into Pittsburgh's mid-century expansion. But the market opportunities are here now.



(Above) The Pennsylvania Railroad's 4-block-long, \$5,000,000 freight warehouse, now being built in Pittsburgh. (Below) Scale model of the railroad's passenger terminal with \$20,000,000 worth of improvements added.

**Your No. 1 advertising medium** for capitalizing on Pittsburgh market opportunities continues to be The Pittsburgh Press. The pattern has not changed in 40 years.

**The Press has the largest daily circulation** of any Pittsburgh newspaper. More important to you, Press circulation is concentrated in the close-in, active market—precisely the area where the bulk of Pittsburgh's expansion is concentrated.

**For more facts** about the mushrooming Pittsburgh market, see your Press Representative. Every Scripps-Howard Representative is a Press Representative.

## NO. 1 IN DAILY CIRCULATION

October 1, 1949—March 31, 1950 ABC Reports

THE PITTSBURGH PRESS	282,081
Post-Gazette	270,023
Sun-Telegraph	206,609

Represented by the General Advertising Department  
Scripps-Howard Newspapers,  
230 Park Avenue, New York  
City. Offices in Chicago,  
Cincinnati, Detroit, Fort  
Worth, Philadelphia, San  
Francisco.



# The Pittsburgh Press

## No. 1

—in Daily Circulation—  
—in City and Trade Zone Circulation—  
—in Classified Advertising—  
—in Retail Advertising—  
—in General Advertising—  
—in Total Advertising

*Advertising*  
well engineered...  
well planned...



2614 W. NINTH STREET  
LOS ANGELES 6, CALIF.  
DUmkirk 7-8395

MEMBER OF AMERICAN ASSOCIATION  
OF ADVERTISING AGENCIES

### WANTED EXECUTIVE TYPE SALESMAN

To handle top accounts only in the chain fields. Established manufacturer of superior quality products, nationally advertised and nationally distributed. Age 35-45. Experience selling to national chains desirable. Unusual opportunity. Write full details concerning education, experience, earnings, qualifications. Address replies to Box 2729, Sales Management, 386 Fourth Avenue, New York 16, New York.

### SALES PRODUCING EXECUTIVE

Nearly 20 years' successful experience as profitable producer. Background of market analysis, product research and development, advertising, promotion, budgets, conventions, quotas, packaging, incentives, profits. Have served several nationally known manufacturers in air-conditioning, heating, major appliance and allied fields. Organized and maintained liaison with Government Agencies and the Military that provided raw material inflow and directed sales outflow of over million dollar volume annually through 4 years of World War II. Outstanding organizer of factual data and functional details. Able administrator of policy outline and program essentials. Proven record. Personal contacts throughout the United States. Above average in initiative, originality and resourcefulness. Married, no children, excellent health, free to relocate. University education. Box 2730, Sales Management, 386 4th Ave., New York 16, N. Y.

## Coming your way . . .

.....**speed-e-freeze**, a non-breakable and re-usable container for freezing foods or storing leftovers, is appearing in scores of the nation's markets. The new product is constructed of rigid aluminum similar to the type used in ice cube trays. The maker claims that the Speed-e-Freeze will freeze twice as fast as glass, plastic or cardboard. Other features emphasized are convenient "nest" stacking, taper sides to permit maximum air circulation, self-sealing lid, and rugged "no split, no sag, no warp" construction. Speed-e-Freeze is packed with six containers and covers to the box, 12 boxes to the case. Made by Bernardin Bottle Cap Co., Evansville, Ind.



CONTAINER IS WELL SUITED for refrigerator service and storing leftovers because of its quick chilling qualities.

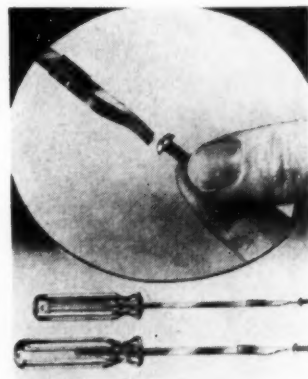
.....**vaco klipxon**, a new screw driver, is equipped with a sturdy, cleverly designed screw holder. This screw holder is in the form of a spring clip which may be slid back up the shaft and out of the way when not needed. With the new tool, it is easy to secure a screw to the screw driver bit for starting a screw in a recessed hole, and equally easy to extract the screw. Introduced by Vaco Products Co., 317 E. Ontario St., Chicago 11, Ill.

.....**novel portable projector** is said to be the lightest weight projector ever built, weighing only 20 pounds which is from 40% to 200% lighter than other machines on the market. It is powered by batteries so that there is no need



COMPACT PROJECTOR has the added advantage of looking like a television receiver set. Compact, it weighs 20 lbs.

for a salesman to waste time searching out electric outlets and it is instantaneous in starting. The continuous reel requires no re-winding or re-threading. One knob turns the machine on and off. The batteries last for 15 hours of showing and are replaced by battery packs with the same ease of inserting a plug into a wall socket. The projector will take up to 300 feet of sound film without any difficulty. Should it be necessary to increase the footage, a power driven wheel can be arranged at slightly additional cost. The case is finished in durable leatherette and has a black glare-ban screen to cut out glare in lighted room viewing. The machine resembles a television set and thus creates even greater interest on the part of the people viewing the message. The portable is a development of the Gilbert Wilson Projector Corp., 512 Fifth Avenue, New York 18, N. Y.



AN INGENIOUS CLIP arrangement is attached to shaft of the screw driver.

SALES MANAGEMENT



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# COMMENT

## AUDIT YOUR "KNOW-HOW"

With the cold war turned warm and no one able to guess what is ahead, certain precautionary measures seem wise. Every company that was operating in the years between 1941 and 1946 gained a lot of experience in what has to be done to keep going during a war emergency. . . and in what can be done by business to contribute to the national effort.

In the event of a prolonged settlement of our present problem in Korea, or the development of an all-out hot war, it would be well to prepare, now, an audit of company experience in World War II. Who, among your personnel, did what during that war? Who scouted for materials? Who gained experience as an expeditor? Who trained factory workers in new techniques? Who showed skill in community projects such as War Bond drives, blood donor campaigns, scrap drives, the promotion of Victory gardens?

Each individual spotted as having had valuable experience with any wartime problem—at least all those who acted in executive capacities—might be asked to set down in memorandum form the nature of the organization he developed to handle his task. Such a body of information available to general management will be invaluable as our defense program develops.

## SOON THERE WILL BE A JOHN DOE

John Doe, Joe Zilch, John Q. Public and George Spelvin are fictitious, composite characters designed to represent an American who hasn't existed. But the day seems to be approaching when they will have more than a substance of reality, for many changes are taking place to minimize differences in the character and composition of population.

As the firm of Alderson & Sessions, Philadelphia marketing and management counsel, describes the situation in their current "Cost and Profit Outlook," the American market is still expanding in terms of both people and income, but "*Different parts of the market are expanding at different rates.*" The net effect of these differential rates of growth is a leveling up of all segments of the market toward uniform national standards. This process of leveling up has been evident for some time, but confirmation of the trend is expected to be the big news of the population census of 1950."

Here are some of the changes which affect the sales executive whose job it is to make practical application of the principle that "Markets are people — with income to spend."

1. Population has reached a balance, with four sections almost equally divided: (a) the North

East, (b) the South West, (c) the Middle West, (d) the South West and Far West.

2. Income is leveling up. The North East has the highest share of the income and the South East the lowest, but between 1929 and 1950 the per capita in the South East increased some 125% while in the North East the gain was not much more than 60%.

3. Just as regional differentials in incomes are growing smaller so is the income distribution within every region. The first 50% of families will receive more income than they did a decade ago, but their share of the total will be smaller.

4. Differences in the average size of family by region are being reduced, brought about in part by the continued urbanization of all regions.

5. Even regional differences in speech are disappearing rapidly under the impact of the movies, radio and television.

6. Regional differences in taste and in demand for products are being modified by the same forces and by the power of advertising.

We hardly expect to see the day when a Dodger roofer will feel at home in the Polo Grounds, but marketing-wise the trend toward homogeneity has deep significance.

## THE MOVE TO THE SUBURBS

A tabulation of 1950 population figures in 10 of our largest cities by the staff of *U.S. News & World Report* reveals a 23% gain, which is well above average. But the suburban population rise, around these same cities, has averaged nearly 85%.

This minor revolution in living habits is big news to all manufacturers of articles for home or government. Building is going on at fantastic speed; the new homes need furniture and equipment; materials and machines are needed to care for the new lawns and gardens.

The mushroom growth of the suburb causes acute shortages in schools, churches, hospitals; mammoth new shopping centers and branches of department stores suck trade away from the central city.

The trend is expected to continue for the next 10 years. An era of rapid growth *inside* the big cities appears to be over, with gains depending on an actual expansion of city limits. Suburban communities are counted on to continue their spectacular expansion.

**blue**

says "buy me!"

PACK  
TO  
ATTRACT  
IN

Maryland  
Blue

ALSO AVAILABLE IN  
CLEAR GLASS



Is your package merely a container? Or does it perform double duty as a container and a merchandiser? Many famous brands have turned to Maryland Blue Glass for packaging that excels in both vital functions.

Blue acts as a powerful advertising, merchandising and selling tool. Blue makes your product stand out in the store . . . in the home. Blue is easier to see and remember. Blue gives the outward appearance of your product the quality and distinction that says, "Buy Me!" So follow the lead of many famous brands . . . pack to attract in Maryland Blue. Write today for samples and details.

MARYLAND GLASS CORPORATION

BALTIMORE 30, MARYLAND



*An advertising program  
that meets today's tougher competition*

# **The Chicago Tribune Consumer-Franchise Plan!**



FACTORY SALES plans today require increased attention to selling at the retail level. Promises of profit on a brand are meaningless to a retailer unless realized by actual sales.

Faced with his own need for turnover and profit, the retailer is cutting down brands per product classification and turning more to self-service. He has little time for shelf-warmers or personal selling.

What the retailer stocks is primarily what the consumer wants. Advertising designed to influence the retailer today means the kind of advertising that delivers the consumer to

the store with a pre-sold brand preference.

The Chicago Tribune has worked out a sound procedure by which you can take advantage of the situation at the critical retail level. It is based on a first hand knowledge of Chicago. Proved here, it can be used in other markets.

Because it is integrated with retail thinking and practice, the Tribune plan gets quick support from retailers. Because it develops a definite consumer franchise for a brand, measurable as an important percentage of the buying by consumers, it earns larger

inventories and better store display.

If you want a higher volume of sales, here is the way to get it. If you want to get a greater share of the business out, you can use this plan. Whether you sell package goods or big units, you can employ it to start a chain reaction of response and enthusiasm that will put you in a stronger market position.

A Tribune representative will be glad to tell you how you can apply this consumer-franchise plan in your business. Ask him to call. Do it now while the matter is fresh in your mind.

## **CHICAGO TRIBUNE**

THE WORLD'S GREATEST NEWSPAPER

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